



OFFICIAL

District Risk Reduction PMI Targets 2019 - 20

Community Safety Committee

Date: 29 March 2019

Agenda Item:

5

Submitted By: Director of Service Delivery

Purpose	To inform Members of the Community Safety Committee of the provisional performance management (PMI) targets (outcomes) for 2019/20.
Recommendations	That Members of the Community Safety Committee note the contents of this report.
Summary	This report and attached PMI (outcomes) targets detail the provisional incident related targets that the service will monitor and report against in the 2019/20 financial year.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Chris Kirby, Area Manager Service Delivery
T: 01274 655867
E: Chris.kirby@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Service wide and District PMI Target Sheets

1 Introduction

- 1.1 The Performance Management Systems extracts information that is added to the Incident Recording System (IRS) following every incident that WYFRS attends. This information is used internally to monitor performance and set strategies for prevention, protection and response activity. It is also returned to the Home Office every month to inform national statistics which are published in the annual Home Office National Statistics documents which detail all incidents attended by Fire and Rescue Services across England.

2 Information

- 2.1 The key performance indicators that are measured and reported include:
- Arson (deliberate fires) broken down into Primary Fires and Secondary Fires
 - Actual Rescues (This can include rescues from fires, road traffic collisions or technical rescues from water, height etc.)
 - Total Activity (Sum of all incidents attended)
 - Dwelling Fires
 - Non-Domestic Building Fires
 - Prevalence of False Alarms
 - Fire Related Injuries
 - Road Traffic Collisions
 - Malicious False Alarms.
- 2.2 The target setting methodology is based on the average performance across the previous three years. The target for each of the key performance indicators listed in 2.1 for 2019/20 is the average figure based on the most up-to-date three years of incident data available. The specific date range to set these targets is from December 2015 to November 2018 (36 months of verified data).
- 2.3 The data verification process that is undertaken by the Business Intelligence team results in a time lag in reporting data that has been verified. This is the process to check the accuracy of all reports that have been generated by operational staff within the IRS.
- 2.4 It is now agreed that we will present updates and include all data that is 'checked' and 'unchecked' in the reports to committee. This includes all incidents attended that have been checked and verified by the data and intelligence team, but it will also include data on incidents that are still to be checked and verified. As such, the data presented will be provisional until officers can confirm that all the data is verified.
- 2.5 The performance against each target for the reporting period in the previous financial year will also be included in the reports, as requested by members of the committee.
- 2.6 All national returns to the Home Office will still have the cleansed (verified) data.
- 2.7 **IMPORTANT NOTE:** In 2019, WYFRS are carrying out a trial of 'Gaining Entry – Cause for Concern' in collaboration with Yorkshire Ambulance Service and West Yorkshire Police. The proposed 'Gaining Entry Cause for Concern' protocol relates to occasions when an emergency call may be received within Yorkshire Ambulance Service (YAS) where there is concern for the safety or welfare of a patient inside a property and YAS have established that they are unable to gain entry. In such instances, WYFRS may be called to support the ambulance crew in gaining entry to a property.

- 2.8 This proposal was discussed at the Executive Committee of WYFRA on 7 September 2018. It was agreed that this proposal would be taken to the tri service collaboration board with a recommendation to approve, subject to:
- the inclusion of specific reference to a protocol to allow for West Yorkshire Police gaining entry should the Fire Service not have the necessary availability in any particular instance;
 - the provision by Yorkshire Ambulance Service (YAS) of an indemnity against any damages claims which may be made; and
 - that implementation be on an initial six-month trial basis.
- 2.9 A Memorandum of Understanding (MoU) is now agreed from all respective agencies involved. Under this MoU, WYFRS will support YAS in gaining entry where there is concern for the safety or welfare of a patient inside a property, replacing WYP as the supporting agency.
- 2.10 Clearly, this will have an impact on the number of incidents attended by WYFRS (and will have an impact on the figures for Total Activity and Actual Rescues) but due the difficulty in estimating the number of calls we are likely to receive under this MoU, we have not factored this into the projected targets for 2019/20. As such, it is proposed to monitor the number of incidents attended under this MoU and report this separately to our normal incident activity. The Community Safety Committee will be updated on this in due course.

3 Financial Implications

- 3.1 There are no financial implications arising from this report.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There are no HR or diversity implications arising from this report.

6 Health and Safety Implications

- 6.1 There are no Health and Safety implications arising from this report.

7 Service Plan Links

- 7.1 The proposals contained within this report contribute to the following organisational priorities:
- Delivery of a proactive community safety programme
 - Provision of a skilled workforce that meets the needs of a diverse community.

8 Conclusions

- 8.1 The PMI and reporting process will allow service managers to keep Members up to date on the performance against the key service delivery outcome targets.

Appendix 1 – WYFRS – Service Delivery Outcome (PMI) Targets 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	6811
Primary Arson	1588
Secondary Arson	5224
Actual Rescues	775 (*see section 2.7-2.10)
Total Activity	23646 (*see section 2.7-2.10)
Dwelling Fires	1145
Non Domestic	438
Prevalence of False Alarms	11306
Fire Related Injuries	198
Road Traffic Collisions	618
Malicious False Alarms	361

Appendix 2 – Bradford District – Service Delivery Outcome (PMI) Targets – 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	2166
Primary Arson	487
Secondary Arson	1679
Actual Rescues	170
Total Activity	6225
Dwelling Fires	304
Non Domestic	104
Prevalence of False Alarms	2731
Fire Related Injuries	60
Road Traffic Collisions	144
Malicious False Alarms	129

Appendix 3 – Calderdale District – Service Delivery Outcome (PMI) Targets – 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	444
Primary Arson	94
Secondary Arson	351
Actual Rescues	95
Total Activity	1977
Dwelling Fires	104
Non Domestic	34
Prevalence of False Alarms	929
Fire Related Injuries	23
Road Traffic Collisions	62
Malicious False Alarms	26

Appendix 4 – Kirklees District – Service Delivery Outcome (PMI) Targets – 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	1006
Primary Arson	237
Secondary Arson	768
Actual Rescues	148
Total Activity	3929
Dwelling Fires	177
Non Domestic	69
Prevalence of False Alarms	1908
Fire Related Injuries	29
Road Traffic Collisions	114
Malicious False Alarms	60

Appendix 5 – Leeds District – Service Delivery Outcome (PMI) Targets – 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	2212
Primary Arson	553
Secondary Arson	1659
Actual Rescues	257
Total Activity	8502
Dwelling Fires	424
Non Domestic	180
Prevalence of False Alarms	4451
Fire Related Injuries	63
Road Traffic Collisions	207
Malicious False Alarms	119

Appendix 6 – Wakefield District – Service Delivery Outcome (PMI) Targets – 2019/20

WYFRS Incident Type	2019/20 Targets (Based on 3 yr Average)
Arson (Total)	983
Primary Arson	216
Secondary Arson	767
Actual Rescues	105
Total Activity	3013
Dwelling Fires	136
Non Domestic	51
Prevalence of False Alarms	1288
Fire Related Injuries	24
Road Traffic Collisions	91
Malicious False Alarms	27



OFFICIAL

District Action Plans 2018-19 Final Update

Community Safety Committee

Date: 29 March 2019

Agenda Item:

6

Submitted By: Director of Service Delivery

Purpose	This report and attachments provide Members of the Community Safety Committee with the final update against each District Action Plan for 2018-19.
Recommendations	That Members of the Community Safety Committee note the content of this report and attached Action Plan updates.
Summary	This report gives Members the final update against each District Action Plan for 2018-19.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer:

Chris Kirby, Area Manager Service Deliver

T: 01274 655867

E: Chris.kirby@westyorksfire.gov.uk

Background papers open to inspection: [Click here to enter text.](#)

Annexes: District Action Plan updates x 5

1 Introduction

- 1.1 The individual District Action Plans set out the key activities and objectives that are to be delivered in support of the overall Service Action Plan and ultimately how services are delivered to communities across West Yorkshire.
- 1.2 The planning process for District Action Plans is developed through initial discussions at a Service Delivery planning day and takes account of key stakeholder feedback to develop the district action plans. The attached plans were approved at the Community Safety Committee meeting on 6 April 2018. Members were provided with an update against the plans during the meeting on 26 October 2018.

2 Information

- 2.1 The attached reports highlight the progress that has been made against the District Action Plans that were set at the beginning of 2018-19 financial year.

3 Financial Implications

- 3.1 There are no financial implications arising from this report.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 Prevention initiatives involve a range of activities involving partnership working and engagement with local communities. Our effort is best directed towards those who are more likely to be vulnerable to fire and this may be the result of various lifestyle factors, including disability, mental health and other behaviours and lifestyle choices such as smoking, consumption of alcohol, excessive storage of combustible materials and unsafe cooking practices.
- 5.2 The Safer Communities Programme Board has been established to oversee the prevention activities across the Districts. The Diversity and Inclusion team sit at this forum and have an opportunity to give advice and guidance on the best ways in which prevention initiatives can engage with underrepresented groups across the communities of West Yorkshire.

6 Health and Safety Implications

- 6.1 Targeted risk reduction activities aim to reduce risk to health and safety of fire-fighters and the community. This risk reduction activity is supported by performance monitoring and management. If there are areas of concern from a health and safety perspective, then these are raised at district level and addressed with plans to improve health and safety for the public and our staff.

7 Service Plan Links

7.1 The District Risk Reduction activities and performance monitoring are an example of the following priorities:

- Delivery of a proactive community safety programme
- Delivery of a professional and resilient emergency response service
- Provision of a safe skilled workforce that serves the needs of a diverse community, and
- Provision of effective and ethical governance and achieving value for money.

8 Conclusions

8.1 The detail provided in the updates against each District Action Plan demonstrates the range of activities, projects and initiatives that are delivered across West Yorkshire with the aim of supporting the overall service ambition of Making West Yorkshire Safer. They allow districts to focus resources in support of the annual Service Action Plan whilst offering local flexibility to meet the needs of their local communities.



DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being

Our action

Focus the Operational Risk Visit programme to target Protection activity to higher risk commercial premises in the District in order to support the reduction of non-domestic building fires and obtain operational risk information

Support the delivery of objectives within the Safer Communities Strategy and the development of operational crews for the delivery of Safe and Well visits, whilst targeting the most vulnerable members of the community

Review District Partnerships to ensure they are ever more focused on the most vulnerable members of the community

Progress

Bradford District crews are continuing to focus on high risk commercial premises within the District , currently they are assisting and supporting the properties within the city centre as a priority. Also each watch has now been allocated a block of flats to monitor as part of the 'adopt a block' initiative. Information gathered from high risk premises is then shared amongst all Bradford stations.

The final module of the safe and well training is being delivered which is the social isolation, after which all stations in Bradford will have been trained in all the modules of the WYFRS safe and well strategy. To the end of January, over 3000 Safe and Well visits have been carried out in Bradford. Bradford District has recently worked with NEESIE which is a platform for vulnerable women/single mothers in the local community – both crews and the District Prevention Team have provided fire safety awareness to the group.

The District Prevention Manager is continuing to monitor and review partnerships within the Bradford District. This ensures that quality referrals are being received which target the most vulnerable members of the community. Standardisation training is programmed in for partners for 2019-2020 which will take place at FSHQ.

Support, design and deliver targeted risk reduction campaigns in line with the Service Campaign Calendar and other local initiatives to reduce risk

Bradford District is working closely with the central prevention team along with the media and communication department and local District partners to deliver and support local and national campaigns. An example being the Road safety event at the Bradford College (during the Brake National Road Safety week).

Continue to build on success from previous years by working with partners to design and deliver the 2018 Bonfire Plan

A Joint and co-ordinated bonfire plan was developed and implemented successfully. Multi-agency meetings took place on a weekly basis leading up to Bonfire night. A huge effort was placed on community engagement within the District with emphasis on building relations with schools, community groups and faith establishments. This was followed up with a celebration event within the community which rewarded key players and groups for their efforts. Plans are already being developed for the coming bonfire period and community engagement is already progressing well.

DELIVER A PROFESSIONAL AND RESILIENT EMERGENCY RESPONSE SERVICE



We will:

Our action

Progress

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Deliver the 2018/19 Performance Management Visit programme across Bradford District stations to assess knowledge and skills across a range of key performance indicators

The Bradford District PMV programme has been developed further with the emphasis now on the crews organising practical training sessions and desk top operational scenarios. This links with the ORV programme where crews identify local risks and supports the strategy of ‘training to risk’.

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continue to meet and train with blue light partners, particularly West Yorkshire Police and Bradford MDC, using JESIP principles, to further improve the co-operation between WYFRS and key partners

Meetings continue to be held regularly between Bradford District officers, the local council and senior police colleagues to ensure alignment of objectives. The preparations for the bonfire period is an excellent example of this joint working. Recently

Continuously improve our emergency response by

learning from ours and others experiences

Continue the District exercise programme, (whereby each watch in the District attend two 4 or 5 pump exercises per year) and the quarterly 3 to 4 pump District mini exercises. These multi pump training sessions will continue to develop officers and firefighters in their technical and command skills

Implement the recommendations of the retained duty system (RDS) review

Act on recommendations following incident and exercise de-briefs

WYFRS attended a Joint training session with trainee ambulance paramedics; this training gave the paramedics an informed insight into how fire crews operate at road traffic collisions and how a 'joined up' approach to incidents can benefit all agencies.

The exercise programme continues to provide excellent opportunities for all firefighters and officers to test their operational skills and knowledge which subsequently helps develop our response capability. Bradford District has been working closely with incommunities housing and Bradford council to identify and use current buildings to provide realistic training.

The new Retained Duty System recommendations have now been implemented in Bradford District. To further support recruitment within the Wharf Valley, a retained recruitment support officer has been employed by WYFRS. Engagement with employers along with the community within the Wharfe Valley is continuing and a new website has been launched specifically for retained recruitment.

Bradford District officers continually monitor and communicate the findings from incident debriefs from across the service. Information is gathered at the Ops and Training meetings and best practise shared amongst all Bradford stations. The debrief following the bonfire response was held internally with key partners present; a number of recommendations were identified which are now being implemented.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



<i>We will:</i>	<i>Our action</i>	<i>Progress</i>
<p>Promote the health, safety and well-being of all employees</p>	<p>Support all employees with their fitness and welfare and encourage use of the Employee Assistance Programme (EAP)</p>	<p>Six monthly assessments are carried out for all personnel to ensure fitness is maintained throughout the District to the required standard. Occupational Health department monitor and feedback on the take-up of the EAP assistance by staff within the Bradford District. Bradford personnel are reminded of the EAP and its purpose during welfare meetings and station visits.</p>
<p>Provide training and development to maintain a skilled and flexible workforce</p>	<p>Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts through structured debriefing with OHSU and representative body partners</p>	<p>WYFRS has made significant improvements in supporting operational staff following attendance at critical incidents such as those involving fatalities. Welfare officers are mobilised to attend serious incidents to provide welfare for the personnel on scene and a follow up visit to station is carried out if required. This is further supported by the OHSU department who ensures welfare support is provided to those affected.</p>
<p>Create an environment that enables our staff to develop and embrace organisational and cultural change</p>	<p>Provide and coordinate command development and progression at District level</p>	<p>Opportunities are provided for Crew and Watch Managers in the District to develop their operational command skills through a number of District exercises. Firefighters are also encouraged to develop command skills to enable them to assist watch officers.</p>
	<p>Support the recruitment, selection and training of whole-time and retained duty system firefighters during 2018/19</p>	<p>Bradford District continues to support the recruitment process of both wholetime and RDS personnel by assisting the organisation with positive action events and being pro-active in the Wharfe Valley area to address the shortfall of RDS firefighters.</p>

Prepare the District for the first Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection including learning from the pilot

Explore and where necessary address specific issues raised within the Staff Survey

Support the implementation of the 2018 Operational Training Strategy

A report was produced by the Inspectorate with a number of recommendations and keys areas to work on which are being implemented by Bradford District.

The District management team are continually striving to improve the communication within Bradford. In the main, this is done through regular meetings where information is cascaded via managers to their respective teams. District training days are held each year where support departments are invited along. The District Prevention Manager sits on the Corporate Driving Diversity Board and supports the Bradford District to address specific issues which are raised through the staff survey.

The organisations training strategy for 2018 has been fully implemented in Bradford with various exercises and training events covering an array of incident types. Trainee firefighters 6 monthly assessment are now being delivered by the Bradford District team to ensure consistency, to further support the firefighters and watch officers and to increase the trainee's exposure to different incident types and scenarios.

PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY



We will:

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of

Our action

Explore opportunities for further collaboration with local partners

Progress

Bradford District continues to work closely with local partners. An example of this is Operation Steerside (road safety awareness) project and the creation of the Bradford Road Safety Champion Group. Bradford District Community Foundation Trust continue to carry out falls prevention classes at Shipley fire station. These classes have been a great success.

control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Pilot delegated District budgets that support more efficient management of services

Bradford District works closely with the service improvement and assurance team to provide information for the key lines of enquiry

Electronic stores and supplies arrangements are currently being implemented within the District. The electronic 851 for property repairs process is fully implemented within Bradford District.



DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being

Our action

Focus the Operational Risk Visit programme to target Protection activity to higher risk commercial premises in the District in order to support the reduction of non-domestic building fires and obtain operational risk information

Support the Calderdale High Rise Working Group to implement the findings from the Independent Review of Building Regulations and Fire Safety

Deliver joint fire safety initiatives with the Fire Protection Team and Calderdale Council that target HMOs in Halifax

Deliver a wider range of risk reduction campaigns that support the Safer Communities Strategy

Progress

Operational crews are completing Operational Risk Visits at sites that present greater risk to firefighters. Fire crews are also supplementing risk information with risk presentations for sites which present significant risk **and carryout training and exercises against those risks**

The District Team continues to support this local group and contribute to delivering improvements in public safety. Recent initiatives delivered by the Group include; Calderdale MBC appointing another Fire Safety inspector, and Together Housing announcing that they will fit sprinkler systems throughout their high-rise stock.

The District Team is working in partnership with Calderdale MBCs Environmental Services Department, and the Fire Protection Team. Several joint visits have been completed to HMOs in the Halifax area. WYFRS and Calderdale MBC employees are providing fire safety advice, and information about smoke alarms during these visits. **These Visits will carry on into next year.**

Calderdale continues to support the Safer Communities Strategy and "safe and well" principle. It is continually delivering a wide variety of initiatives together with partner organisations. Current initiatives include; supporting the Dementia Friendly

Develop a fresh partnership with Adult Social Care that delivers better outcomes for individuals at higher risk

service in the Calder Valley, refreshing the hoarding framework, and working in partnership with Tesco to tackle social isolation. [Following recent serious Incident Reviews](#), WYFRS are carrying out a targeted campaign with together housing supporting vulnerable adults in their own homes. Calderdale district has also started a campaign of identifying and supporting isolated vulnerable people in rural areas.

[The partnership agreement with Adult Social Care](#) has now been signed. This will lead to an increase in the number of safe and well referrals to the Calderdale District Team. The Calderdale prevention team are now carrying out hazard spotting training with all frontline and commissioned care staff.

Work with the Youth Intervention Team to deliver a bespoke intervention programme in North Halifax

The District is pursuing this with the Youth Intervention Team, but has not yet secured a suitable programme. The District Team have delivered a number of youth engagement days though working in partnership with local academies and schools. These days have been very successful and were also attended by the Police, street wardens, and Calderdale MBC. [MIXMATCH is an example of the work that is being carried out in North Halifax](#)

Lead on delivering the new Calderdale Road Safety Strategy

The District Commander continues to lead on behalf of the Community Safety Partnership. The strategy comprises four main themes; education, engagement, enforcement, and engineering. Local initiatives are proving to be very successful, and the number of road casualties is reducing. [The district has been supporting Operation Hawmill and will expand the Road Safety Roadshow into the lower valley this year.](#)



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from ours and others experiences

Our action

Organise and deliver operational training initiatives with Greater Manchester and Lancashire Fire and Rescue Services

Deliver the retained duty system review recommendations and improve availability of the fire appliance at Mytholmroyd

Deliver a comprehensive Performance Management Visit programme which provides robust operational assurance

Progress

Firefighters from Todmorden, and Rastrick Fire Stations are undertaking periodic training with fire crews from Greater Manchester and Lancashire Fire and Rescue Services. Todmorden firefighters also provided continued assistance during the recent moorland fire operation in Greater Manchester. Calderdale crews are also training regularly with YAS HART and specialist technical rescue crews from Cleckheaton

The new Retained Duty System (RDS) contracts have been well-received by the Mytholmroyd fire crew. There has been a recent reduction in the availability of the Mytholmroyd appliance due to two resignations at the station, however District have introduced a number of initiatives that should result in the increase in appliance availability both in the short and long term, these are;

- District WC working from Mytholmroyd station and providing OIC cover for the appliance
- Appointment of Lauren Boulton as a dedicated oncall recruitment officer
- Two Crew Commander vacancies advertised
- Two additional oncall Firefighters being appointed at the station

The District Team continues to deliver its previous model of Performance Management Visits. This year's visits are revisiting specific operational themes covered within the last three-years. This year is therefore consolidating previous performance against the District Training Strategy objectives. It is also providing assurance that key information is

Encourage open dialogue following operational incidents and develop Joint Operational Learning by sharing the details of what worked well and what didn't work well with local partners

being retained by operational staff. The PMV process is being reviewed in preparation for next years assurance cycle. This will include a new format and deliver more robust assurance of operational performance. The new PMV's will also provide an improved learning experience for crews. Assurance of both Firefighter competence and specialist competence will be provided

The debrief outcomes facility is embedded and Calderdale crews are using it effectively. There is also a standing agenda item at District meetings to discuss operational incidents of note. The District Team maintains good relationships with its partners and has open dialogue with them following operational incidents. A new multi pump / offsite Training and exercising schedule has been introduced, learning is being captured both via ops learning and the district dashboard. In the past this has been adhoc, work is ongoing to resolve this. The introduction of the dashboard will greatly assist in capturing learning in an efficient way.



We will:

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action

Support all employees with their fitness and welfare, and encourage use of the Employee Assistance Programme

Support the firefighter recruitment campaign by delivering local positive action initiatives

Provide training, coaching, and mentoring to enable employees to absorb additional responsibilities

Continue to deliver the District’s Communication and Engagement Strategy to ensure that employees are informed of organisational plans and relevant service change programmes

Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts through structured debriefing with OHSU and representative body partners

Progress

The District is continuing to support its employees with their fitness and welfare. This includes assisting employees to recover from absence and return to full operational duties. The Team receives regular updates regarding the Employee Engagement Programme. It is pleasing to see that there is a good uptake for the programme in Calderdale, particularly the telephone counselling service.

The District Team continues to support positive action initiatives and is feeding its ideas into the Recruitment Project Steering Group. During the remainder of this year the District Team will focus upon developing a local recruitment campaign for RDS firefighters.

The ADC structure operated by all Districts is enabling employees to take on additional responsibilities and increase ownership of objectives. Members of the District Team are continually developing individuals by holding one-to-one sessions to improve knowledge and understanding of management, leadership, and command. A new district training and development strategy will be introduced in 2019/2020

Members of the District Team visit Watches on a regular basis. Watch Commanders also have an open invite to all District meetings. [Every Watch in the district has been visited by both the new adc’s and new DC. These visits have been very positive and will result in changes to working practises across the district.](#)

The District is continuing to support its employees with their fitness and welfare. This includes assisting employees to recover from absence and return to full operational duties. The District Team works closely with OHSU and its HR Business Partner to ensure that employees receive appropriate support.

Support the implementation of the 2018 Operational Training Strategy

The District's Training and Development Strategy continues helps to underpin the WYFRS Operational Training Strategy. Robust performance management arrangements also provide ongoing assurance of operational standards and competence. There has been an increase in the number of off site training exercises over the last two months, these training exercises have been three and four pump incidents. There will be a significant increase in off site exercises for the remainder of this year and a schedule developed for next year. The 2018 training strategy is currently being rewritten.



We will:

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action

Explore fresh co-location and collaboration opportunities with local partners

Embed mobile working practices within Prevention and Protection work streams

Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Continue to empower supervisory managers to support decentralisation of routine roles and responsibilities

Embed new and agile ways of working within the district

Progress

The District is making good progress against this objective. Currently Calderdale MBC occupies office and garage space at Halifax Fire Station under a tenancy agreement. The Fire Station is also the base for the Calder Valley Search and Rescue Team command vehicle. [The colocation arrangements at Halifax Fire Station are proving to be quite challenging. The district team are working with Calderdale council managers to resolve ongoing issues, this work is being closely monitored and reviewed.](#)

[The District prevention staff have received the electronic tablets for carrying out prevention work, staff are being trained on the use of the tablets, they have been well received and once embedded should result in more efficient ways of working.](#)

The District Team supplied comprehensive evidence to help support the Trail HMICFRS Key Lines of Enquiry. [The district will support the the next inspection when it is undertaken.](#)

The District is gradually shifting toward local autonomy. This process is dependent upon implementing wider changes across the organisation though. [The district is supporting the information flow regarding CLM via DC/ADC visits to watches and briefing to Watch Commanders from The Strategic Development team](#)

Again, working practices are gradually becoming more agile but progress is reliant upon wider changes across the organisation. The District is making some progress against allocating references to Watches, and reducing bureaucracy. [There has been a realignment of management roles at ADC level with the Ops and Training ADC now taking on managerial responsibility for Raistrick Fire Station.](#)

Pilot delegated district budgets that support more efficient management of services

The District is awaiting finalisation of delegated budgets and associated guidelines. [This work is ongoing](#)



DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Our action

Progress

Ensure the authority’s statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being

Support the delivery of objectives within the Safer Communities Strategy and the development of operational crews for the delivery of Safe and Well visits, whilst targeting the most vulnerable members of the community

Prevention PMVs continue across Kirklees District through the District Prevention Manager (DPM) and Assistant District Commander (ADC) for Risk Reduction. Focus has been given to the Prevention Quality Assurance Framework (QAF) and engaging crews with the process.

A number of QAF assessments have been commissioned and learning shared. Remaining crews will be assessed over next 6 x months based on performance management data to form baselines for ongoing development which inturn will influence and prioritize which Watch’s / Stations receive Prevention PMVs.

The final Safe and Well training module for Social Isolation began roll-out across District during this period. Kirklees District has established specific pathways with Kirklees Council’s Community Plus Team (Early Intervention) with members of their team attending sessions to discuss referral routes and support available.

District Prevention staff completed a comprehensive training and assessment program as part of the Prevention restructure which led to the upskilling of staff to cover the increased focus of High Risk Interventions since the introduction of Safe and Well.

Due to the recent fatalities within Kirklees – Focus is being given to the strengthening of partnerships within focused areas such as Adult Social Care and Age UK. This work is

Support, design and deliver targeted risk reduction campaigns in line with the Service Campaign Calendar and other local initiatives to reduce risk

expected to develop into a media campaign around aged socially isolated people.

Kirklees DPM is now sitting on the Prevention Campaigns Task & Finish Group which is working towards developing a more coordinated approach to WYFRS wide prevention campaigns and initiatives.

4 x WYFRS District Prevention campaigns have been incorporated into a Corporate Communications forward plan in addition to Bonfire Night and Road Safety. These are: Water Safety, Cherish, Electrical & Gas safety and Safety in The Home. In addition to this Kirklees will be developing targeted local campaigns to suit the needs of the District and partners moving forward.

Kirklees District Crews supported European Day Without A Road Death – Project Edward in September delivering interventions at Hartshead Moor Service Station and Dewsbury College.

Kirklees District contributed to the partnership World Mental Health Day Event at John Smith's Stadium with Prevention and Huddersfield White Watch in October. The Focus was Men's Mental Health. This cemented localised links within a brigade project 'Men's Talk' with WYFRS Occupational Health Safety and Wellbeing department to look at awareness raising events for Crews across the Brigade in February 2019 to mark 'Time to Talk Day 2019'.

A targeted Road Safety Week event was delivered in partnership with WYP and Kirklees Road Safety in November at Huddersfield Fire Station. This looked at engaging with target age member of the public and also involved partners across Kirklees. The event was also kindly supported by the Chair of the fire authority.

Focus the Operational Risk Visit programme to target Protection activity to higher risk commercial premises in the District in order to support the reduction of non-domestic building fires and obtain operational risk information

Kirklees District has continued with the ORV programme and will continue to focus on the sites deemed to be of the highest risk. Crews are also involved with Fire Protection initiatives where any sites that have fire protection notices of compliance against them are also complimented by an ORV review and visit to site if required.

With a focus on training to risk and links to operational standards, a white board exercise has been conducted with both the District Support Officer (DSO) and ADC Risk Reduction Lead at SUEZ recycling plant within Kirklees, with further exercises will be program in for the future.

Review and implement a District based high-risk intervention protocol that utilises available appropriate resources to meet the needs of the most vulnerable members of our community

Kirklees continues to receive a consistent number of high risk referrals for Safe & Well visits from key partners on a weekly basis, predominantly Kirklees Council's various Adult Social Care departments. On review it has become apparent that the higher representation of RDS within the District has an impact on the number of Safe & well visits that can be completed each week. In response to this a District high risk queue intervention protocol has been introduced to mitigate risks as far as practicable.

To compliment this, a review of Adult Social Care referral pathways has commenced and is ongoing with senior leads and will incorporate a program of reciprocal training between organisations throughout 2019. The aim of this is to improve the quality of referrals and risk rating moving forward. Partnership arrangements are also being reviewed with key partners within Health.

In response to learning from recent serious incidents in District, a new False Alarms/Fumes from Cooking Protocol

	<p>has been implemented across Kirklees to ensure vulnerable customers receive responsive Safe and Well support. This protocol has been feathered out to all Districts and assisted by the Central Prevention team.</p> <p>We continue to provide Station use for Kirklees MAGIC sessions throughout the District which are now seen as valuable community engagement activity sessions.</p>
<p>Continue to work with key partners to design and deliver the 2018 Bonfire Plan aligned to Service response planning</p>	<p>Bonfire & Fireworks Safety plans were successfully implemented within Kirklees, with local media messages cascaded and low number of activity incidents and attack on staff across the period. This included awareness sessions delivered to Years 7 and 9 pupils in targeted schools.</p>
<p>Lead on the design and delivery of a Road Safety Strategy through the Kirklees Road Safety Partnership</p>	<p>Kirklees District has led on re-establishing the Kirklees Road Safety Partnership pulling together key Community Safety partners including WYP and the Highways Agency. Road safety governance actually sits within Kirklees Council Communities Partnership structure but as part of the delivery of the plan WYFRS Kirklees District has pledged to lead on this.</p> <p>New Terms of Reference have been introduced for the group and steps are being taken to integrate and focus priorities fed down by the new Kirklees Road Safety Board in order to develop a coherent Road Safety Strategy.</p> <p>The new lead for Risk Reduction will now chair the Kirklees</p>

	<p>Road Safety Partnership group and will work closely with other key agencies to develop a strategy to reduce incidents relating to anti-social behaviour.</p> <p>Engagement has been made with Huddersfield University to look at what academic research could be used to compliment initiatives delivered by the group moving forward.</p>
<p>Enhance opportunities for youth engagement through collaboration with West Yorkshire Police in the delivery of Youth Interventions (Broadening Horizons)</p>	<p>An event took place at Dewsbury fire station with the Kum on y'all Muslim community group. A further meeting has taken place with the leaders of the group to look at more youth engagement opportunities.</p> <p>A number of events have been hosted across the District assisting the Youth Intervention team:</p> <ul style="list-style-type: none"> • Princes Trust at Dewsbury • Fire fit at Cleckheaton and Huddersfield <p>Crews from these stations have been contributing with the programs.</p> <p>Youth engagement continues to be a real aspirational objective for Kirklees District with an element of the Kirklees Fire Liaison secondment post being focused on this area and its progression.</p>
<p>Continue to drive and deliver aligned initiatives to contribute to the delivery of objectives outlined in the Safer Kirklees community safety plan</p>	<p>Kirklees District continues to be a key partner within Safer Kirklees' community safety plan. The District structure has been aligned to compliment the delivery of the plan and its framework.</p> <p>Risk reduction 'location based action plans' have now been</p>

completed and the District has seen a reduction in arson related fires within these areas. The re-alignment of Risk Reduction Plan within Kirklees District is being complimented by Watch Commander briefings focused on the engagement of staff in the requirements and expectations of the delivery of the plan. It is anticipated that this will lead to further action plans being put in place for a number of hotspot areas across the District.

Arson continues to be an issue within Kirklees and will be a focus of our attention throughout next year's action plan – This will be complimented by the Fire Liaison Officer secondment post within Kirklees Council with a key element of the role focusing on arson and anti-social behavior reduction in collaboration with key partners.

An example of the work comprised within the plans is: Crews from Dewsbury assisted with a day of action within the Dewsbury town centre, this was in partnership with Kirklees Council looking at Arson reduction and the identification of 'hot spot areas to be focused on. Further initiatives such as this are being programmed in for areas of Shaw Cross and Dewsbury Moor.



We will:

Our action

Progress

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Deliver a pilot Station Assurance Visit (SAV) programme in Kirklees that will evolve the existing Station Performance Management Visit programme

A draft Station Assurance Visit protocol has been formulated that seeks to use a flatter process of assuring base line elements of Station and District in areas such as Finance, administration etc. The protocol has been trialed within Kirklees and is due to be designated throughout all Districts moving forward – This will obviously require authorization mechanisms for approval to progress and will then enable all District ADCs for Ops and Training to lead on refining the content / process.

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from ours and others experience

Deliver the district exercise programme for Kirklees incorporating operational assurance and firefighter safety programme

Kirklees District have undergone the delivery of its Training and Development strategy for 2018/19 which incorporated the Fire Fighter (FF) Safety program. Kirklees based Stations have attended exercise program which has been received well by staff. The exercise programme consisted of 4 – 6 Pumps and incorporated off site risks and focused areas of assurance such as BA and highrise.

The forthcoming Kirklees District Training and Development strategy for 2019/20 also incorporates elements of the FF Safety Program which will be delivered more on a localised District level moving forward.

Review and deliver the 2018 Kirklees District Training and Development Strategy

Kirklees District Training and Development strategy for 2018/19 has been delivered. This incorporated a revised Performance Management Visit (PMV) focus on leadership and professional standards within a Station based environment. The focus on these areas has been met well

	<p>with staff and has been enhanced throughout the engagement through the District continuous personal development sessions (CPD). These sessions focus on key assurance areas and also incorporate areas such as HR and key partner involvement.</p> <p>We look forward to delivering the refreshed Kirklees District Training and Development strategy for 2019/20.</p>
<p>Continue to engage in training exercises with key partners across Kirklees to build on existing co-response working arrangements</p>	<p>Training to localised and West Yorkshire risk forms a key element of the current Kirklees District Training and Development strategy for 2018/19 and has been bolstered with incorporating key partners such as BASF and Holme Valley Mountain Rescue.</p> <p>A programme of medium / high rise exercises within Kirklees District in partnership with KNH and Huddersfield Royal Infirmary has been delivered. The focus on High Rise incidents and other key elements will follow over into the forthcoming Kirklees District Training and Development strategy for 2019/20.</p>
<p>Implement the recommendations of the retained duty system review</p>	<p>Both the District Commander (DC) and the ADC for the RDS Stations within Kirklees District still attend the RDS Steering Group. The Steering Group is the current forum and delivery mechanism for the RDS Duty System review.</p> <p>Kirklees District being the largest representative of RDS Station of all the Districts still seek to improve communications and assurance that can be developed for both whole-time and RDS Stations to full-fill the District footprint.</p>

Conduct a district based assurance review of the retained duty system appliance availability to improve district based service delivery

The district based assurance review of the retained duty system (RDS) and attributed appliance availability has been placed on hold whilst the RDS duty system review is embedded and complete.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our action

Progress

Promote the health, safety and well-being of all employees

Continue to support employees to maintain fitness and well-being.

Kirklees staff are promoted to utilise the gym equipment on Stations, this includes District based staff. Discussion has also taken place within the District Management team.

Provide training and development to maintain a skilled and flexible workforce

Kirklees CPD sessions delivered through the Kirklees District Training and Development strategy have incorporated elements of health and well-being. This is meant to create a golden thread approach when it comes to Stations based fitness and well-being.

Create an environment that enables our staff to develop and embrace organisational and cultural change

Monitor absences and implement effective measures to promote attendance in line with the new Absence and Attendance Policy.

The DC continues to utilise the HR Business Partner and ADC to gain a holistic over view of HR issues within the District. Part of this incorporates an overview of absence and attendance cases to ensure a standardised and consistent approach is maintained regarding welfare, support and monitoring of absence. Kirklees sickness remains low with focus on a robust review of each long term sickness case to ensure appropriate measures and support are in place.

Ensure continued availability of Welfare Officers within the district to support the rehabilitation of employees.



<i>We will:</i>	<i>Our action</i>	<i>Progress</i>
<p>Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness</p> <p>Provide effective systems of control, performance and assurance to ensure the service operates efficiently</p> <p>Demonstrate transparent and accountable decision making throughout the organisation</p>	<p>Conduct a review of Kirklees estates with a view to exploring all collaborative opportunities with partners</p>	<p>A review of estates within Kirklees has taken place. This was complimented by a golden thread approach when it came to professional standards. This led to numerous property defect reports being completed where there was a shift from property defect into Health & Safety implications.</p> <p>Maintenance work has been undertaken at Cleckheaton and Huddersfield with the next steps being the long term proposals for the buildings moving forward. Once a decision around this is cemented, we will review their collaboration opportunities surrounding the proposals.</p>
<p>Identify and implement strategic change to reflect the economic environment</p>	<p>Pilot and implement the new Delegated District Budget Pilot</p>	<p>The pilot and implementation of the new Delegated District Budget has seen spread-sheet with information regarding budgetary allocations within given areas. This information will be utilised for the forthcoming fiscal year.</p>
	<p>Conduct a district based review of ways of working looking at more rationalised progressive opportunities of re-aligning responsibilities and development of staff</p>	<p>This still continues to be an area of interest within the District. An initial review of the original CLM implementation project has taken place and findings have been reported to Management Board.</p>
		<p>We continue to look at areas, from a service end prospective, where possible leaner working and rationalized processes can increase autonomy and trust within the Organisation.</p>
	<p>Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services</p>	<p>Kirklees District continues to prepare for the forthcoming HMICFRS Inspection with information about the recent first</p>

(HMICFRS)

tranche inspections being sent out to staff for a grounded awareness.

The inspection process and expectations has also formed part of the recent PMV process and staff based engagement discussions. We look forward to hosting HMICFRS when they visit WYFRS next.



DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies, and enhance community well-being

Our action

Focus the Operational Risk Visit programme on higher risk buildings such as residential high-rise, fire engineered buildings, multiple occupancy complexes and significant timber-framed construction sites to maximise operational knowledge and firefighter safety

Deliver Safe and Well visits to vulnerable members of the community and support the full implementation of the new Safer Communities (Prevention) Strategy

Provide support and development for local crews to be innovative and take ownership of managing local risk to implement the Safer Communities Strategy

Support all opportunities to further enhance the Youth Interventions Programme

Progress

During 2018/19, Crews from Leeds District have carried out ORV's in line with the Risk Based Inspection Programme. We continue to focus on large known or developing sites that may pose risks to our communities and firefighters.

The Safe and Well training is now completed across Leeds District. During this reporting period crews and prevention staff have developed their skills to provide more support to the most vulnerable. Moving forward, we will embrace the quality assurance process to maintain and improve our service delivery.

A range of community safety initiatives are currently been developed by Leeds staff. Crews from Killingbeck have started to engage with young people within the Harehills community. Crews are also developing family safety initiatives with a focus on child car seat safety. Rothwell Fire Station is now well established as a Foodbank and an evaluation of this project has been completed. During 2019/20 Leeds stations will have district risk reduction priorities allocated for initiative development.

The District Team continue to support the Youth Intervention Programme with a number of events occurring at Killingbeck and Stanningley during this reporting period.

Continue to develop strategic working relationships with Leeds Adult Social Care and Leeds and York NHS Foundation Trust and seek support to extend the secondment of a WYFRS member of staff directly into those organisations

Support, design and deliver targeted risk reduction campaigns in line with the Service Campaign Calendar and other local initiatives to reduce risk

Continue to build on success from previous years by working with key partners to design and deliver the 2018 Bonfire Plan

Attend and support the Leeds Safer Road steering group, educating schools, sharing knowledge and risk recognition/management initiatives

Continue to work with Wetherby Young Offenders Institute to reduce deliberate cell fires

Unfortunately we have not been able to replace the previous secondee and we are currently managing the partnership through the Prevention Team. We are exploring avenues to part fund this post and seeking alternative secondment arrangements.

We continue to support the national and service campaign calendars. We also continue to support our partners' initiatives at community events. Drowning awareness and road safety week will be supported by crews attending local partnership events.

We worked with our partners to develop a 2018 Bonfire Plan. The Prevention Team carried out a number of joint initiatives in local schools. The ADC's worked with WY Police at local level sharing information and intelligence to support the safety of crews and the community. The response for Bonfire night was debriefed and a number of recommendations were made for our prevention planning for 2019/20.

We continue to be a key partner in the RSSG encouraging the development and uptake of education and campaigns to promote road safety

The Assistant District Prevention Manager provides support to HMYOI Wetherby. We have experienced a reduction in the number of cell fires and work continues to maintain this prevention work at the establishment. The Fire Cadet course developed to support the rehabilitation of Young Offenders has been a great success. Crews have carried out familiarisation visits to HMP Wealstun and HMP Leeds with a view to ensuring contingency plans are robust and adequate for the risk. We will establish an arson reduction plan with regards to the management and location of arsonists at each HMP site to mirror the success seen at HMYOI Wetherby and look

to drive down the number of cell fires at these prison establishments. We are currently reviewing this post and will be making recommendations to Management Team in March 2019.

DELIVER A PROFESSIONAL AND RESILIENT EMERGENCY RESPONSE SERVICE



We will:

Our action

Progress

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Deliver the 2018/19 Performance Management Visit programme across Leeds District stations to assess knowledge and skills across a range of key performance indicators

The Performance Management Visit programme for 2018/19 is now complete. During the visit, crews were given the opportunity to demonstrate their technical skills dealing with a local risk. Crew's knowledge and understanding is also tested through scenarios based around foreseeable risks. Looking forward, the PMV process will be developed to include a variety of scenario-based exercises at a local disused industrial site.

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continue to exchange information with other blue-light responders within local tactical, operational and strategic groups

The Assistant District Commanders have worked closely with both West Yorkshire Police and Yorkshire Ambulance Service (YAS) to support the response plans for planned events and local risks. Crews from Leeds and YAS routinely train together to develop the emergency response to water rescue incidents. The District Team have also supported emergency service partners to deliver major incident awareness training to the Leeds business community.

Continuously improve our emergency response by learning from ours and others experiences

Deliver a series of multi-agency training exercises to improve our joint response to fire-related incidents, water rescue and mass casualty events

The District Team planned a number of exercises to be delivered throughout 2018/19. Crews recently carried out a series of building fire exercises which focused on the use of Breathing Apparatus and Fire Fighter safety. We have delivered a number of exercises to test our ability to deliver vast amounts of water to an incident ground using a number of Fire Appliances and a High Volume Pump. This tactical procedure is known as a Water Relay which is used at larger fires or incidents in remote areas where water is often in short supply.

Continue to work with Leeds Bradford International Airport to maintain operational knowledge

The District Team continue to work closely with Leeds Bradford Airport. Planned joint training is a priority for local crews and we are exploring further training opportunities for a response to the terminal and table top command exercises.

Review and deliver the 2018 Leeds District Training and Development Strategy

The review of the Leeds District Training and Development Strategy was completed and the delivery of training events was programmed during 2018/19. The Strategy will be updated to reflect the objectives outlined in this action plan.

Develop and circulate bespoke response plans for specific risks such as timber-framed construction sites

The District Team liaise with the Fire Protection Team regarding new building developments within the Leeds District. Risk information during the construction phase is then shared across the district stations. During this reporting period, information regarding the Climate Innovation project on South Accommodation Road has been shared. As the project progresses, further information will be shared through site visits and risk presentations.

Further develop working relationships between Killingbeck fire station and co-locating Neighbourhood Policing Teams

The working relationship between the Neighbourhood Policing Teams and WYFRS crews continues to grow. Information regarding known local issues and risks is routinely shared across both agencies. This practice supports a joint approach to both community and responder safety and is an excellent example of collaborative working between WYP and WYFRS.

Carry out an assurance of appliance availability to improve district-based service delivery

Assistant District Commanders continue to monitor appliance availability and routinely move resources across the district to meet service delivery needs. Where possible, appliances remain available during the exercise programme and the Performance Management Visit. We are also working with the Operational Support Team to make improvements to the appliance availability in Wharfedale.



We will:

Our action

Progress

Promote the health, safety and well-being of all employees

Provide training to operational crews for the delivery of high risk interventions

Crews have received high risk intervention instruction during Safe and Well training. Assurance of this training is achieved through the Prevention PMV process and where necessary further support is given to crews. Where necessary, crews in Leeds have received further awareness training regarding domestic abuse. This training is designed to support crews understanding of the issues and risks posed by domestic abuse and violence.

Provide training and development to maintain a skilled and flexible workforce

Support all employees with their fitness and welfare, and encourage use of the Employee Assistance Programme

The District continues to support staff with their fitness and welfare. This includes supporting staff to recover from absence and return to role. The Assistant District Commanders and Watch Commanders continue to provide early welfare support as and when required.

Create an environment that enables our staff to develop and embrace organisational and cultural change

Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts through structured debriefing with OHSU and representative body partners

During this reporting period, crews from Leeds District have attended a number of significant incidents which have unfortunately resulted in the loss of lives and significant injuries to surviving casualties. Operational Staff who attend these incidents are initially supported by a Welfare Officer. Further welfare support is available to both crews and individual employees through the OHSU and the Employee Assistance Programme.

Support Watch Commanders with the integration and development of Trainee Firefighters

The Fire fighters in development in Leeds District are now progressing through the NVQ process. The ADC's routinely meet with the NVQ coordinator to monitor the progress of all Fire Fighters in development. Watch Commanders and Fire Fighters are given feedback on their progression on a quarterly basis. At present, all Fire Fighters in development are on target for achieving the NVQ award.

Explore and where necessary address specific issues raised within the Staff Survey

We continue to work towards and address the key issues raised within the staff survey. The District Team continue

Raise awareness of the HR Business Partner role within Leeds district

to promote staff engagement in the pursuit of creating and maintaining a positive and enjoyable working environment.

The HR Business Partner role is now well established within the District Team. The ADC for HR and the Business Partner are raising awareness of this role through the routine provision of HR advice and support to Watch Commanders as and when required.

Actively support and implement all approved measures to reduce attacks on firefighters

Crews from Leeds report attacks when they occur through the agreed reporting mechanism. The ADC's liaise with WYP regarding specific attacks and where appropriate provide information/intelligence to crews and where necessary increase the number of resources to areas with a higher likelihood for attacks.

Deliver local positive action campaigns to support the recruitment and the selection of new firefighters

Staff from Leeds stations supported by the District Team delivered a programme of positive action events to support the 2018 recruit process. In support of these events, staff from Killingbeck delivered fitness sessions to support individuals interested in the Fire Fighter role. Lessons learned during this programme of events have been fed back to the central recruitment team.

Communicate and support the Service Values and organisational expectations throughout the district

The District Team continue to promote and support the organisations values throughout the district.

Prepare the district for the first Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection including learning from the pilot

The Leeds District Team provided the required supporting evidence prior to the visit of the HMICFRS. Crews from the district participated in the inspection process, with a number of staff volunteering to participate in the programmed focus groups.

Support the implementation of the 2018 Operational Training Strategy

The revised Leeds District Training Strategy has been shared and aligned to the Operational Training Strategy.



We will:

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action

Explore opportunities for co-location and collaboration with local partners

Provide information to support Key Lines of Enquiry from the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Pilot delegated district budgets that support more efficient management of services

Progress

A number of opportunities have been explored during this reporting period. However, no specific plans are being progressed at this time.

The District Team collated the requested information to support the HMICFRS Key Lines of Enquiry.

No progress has been made on this objective during this reporting period.



DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being

Our action

Focus the Operational Risk Visit programme to target Protection activity to higher risk commercial premises in the District in order to support the reduction of non-domestic building fires and obtain operational risk information

Working in consultation with Protection officers undertake visits to commercial and HMO premises in order to reduce risk and gather safety critical risk information to assist operational response

Establish bespoke projects and interventions in partnership with local agencies to reduce risk and

Progress

Operational crews are working with the Operational Risk Management Team and are undertaking visits to higher risk sites, in conjunction with undertaking regular familiarisation visits.

Operational crews have continued to work with the Operational Risk Management Team and Fire Protection by undertaking visits to higher risk sites within the district. Regular familiarisation training is being planned for the most high risk sites, along with presentations being created to allow other crews within the district and beyond to be made aware of the changes

Work is ongoing to identify the most vulnerable premises within the district to allow Operational crews and Fire Protection to visit, thereby reducing the risk and gathering safety critical risk information.

Fire Protection are working with the Local Authority Strategic Housing with regards to vulnerable HMO's. As and when these are identified, Operational crews are carrying out joint visits with Fire Protection and gathering safety critical risk information and where possible reducing the risk to the occupants by completing Safe and Well visits

Number of local projects are underway throughout the district, with more being planned. The Safe and

improve health and wellbeing for the community

Well programme is slowly embedding with Operational crews and further training and input is being provided by the Prevention District Manager on the type of projects and interventions that they are able to undertake.

The number and scope of the projects being undertaken within the district continues to grow, with diverse groups from ex-armed service personnel, local libraries and a variety of schools now being part of the growing network of Safe and Well within the communities of Wakefield

Support the delivery of objectives within the Safer Communities (Prevention) Strategy and the delivery of national campaigns utilising all available data sources to ensure a targeted approach

We are working with local partners closely to identify the data sets available to allow the targeting of the most vulnerable people within the area.

The training for the first six Safe and Well modules are now completed within the district and the crews are starting to see the benefits they can have on the lives of individuals within their communities. Crews have completed over 1250 Safe and Well visits. The District Prevention Team has carried out over 350 high risk visits to support vulnerable people. National campaigns and initiatives have been supported by the district as and when they arise

Support the delivery of local partner action plans in line with WYFRS priorities

We are working closely with our local partners particularly the Police and Local Authority on ways to achieve joint outcomes that support the action plans for all services.

We are continuing to support other agencies and local partners within the district by working closely together on the issues that affect many of the organisations, particularly around anti-social behaviour



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from ours and others experiences

Our action

Deliver a pilot Station Assurance Visit programme in Wakefield that will evolve the existing Station Performance Management Visit programme

Establish partnership training with selected agencies to support the development of our operational response to emergency incidents. Partners will include Police, Emergency Planning, South Yorkshire Fire & Rescue and other Category 1 and 2 responders

Continue to improve the availability of the retained duty system fire appliance at Featherstone, to be achieved through targeted support of existing personnel, introduction of on-station initial training for new staff and the establishment of an on-going recruitment campaign

Progress

The pilot Station Assurance Visit programme has begun in Wakefield and has also been extended to Kirklees. We are working together to ensure the programme is underpinned by a framework to allow the different districts to work within.

The pilot continues with input from both Kirklees and Wakefield driving the changes to ensure that the Station Assurance Visit programme meets with the needs of the Service Improvement and Assurance process

Ad hoc training at exercises continues to take place regularly throughout the district. A more structured approach is being developed to allowed specific areas of training to be completed with and by various partners

Training is currently underway with various partners including West Yorkshire Police, Wakefield District Housing, Mid Yorkshire Hospitals NHS Trust with regards to our Prevention and partnership working

Availability for this appliance continues to be on par with other similar appliances/stations within WYFRS. The fire station has recently taken on a new staff member and once available it is hoped this will increase the availability. We are continuing to work with Human Resources on Retained Duty System recruitment.

Work is on-going with Human Resources around the recruitment of additional staff at Featherstone. The District is also looking at what specialist roles may be able to work from Featherstone to allow for

Establish the new Wakefield Fire Station build project accounting for on-going service delivery requirements and then implement the new build programme

Support the delivery of new equipment and procedures through a robust pre-planned training and assessment plan accounting for local and national evaluations

increased day time availability

The final stages of consultation with Wakefield station staff are underway with a view to agreeing and finalising building layout with key stakeholders before the end of September 2018.

The planning application has been submitted with a decision expected on the mid-March. The tender for the construction has also been issued and the contract award should take place in March 2019, with a target start date for construction of April 2019.

As new equipment is rolled out the District Command Team will ensure a suitable on-going training and assessment process is in place that will inform and link into the Station Assurance Visit programme.

The battery powered hydraulic equipment has recently gone on the run across the district and the rollout of the Sundstrom Respirators is on-going. Rescue jacket sizing is underway throughout the District

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop

Our action

Support all employees with their fitness and welfare and encourage use of the Employee Assistance Programme

Progress

The fitness and welfare of staff within the District remain a high priority for the District Command Team. Assistant District Commanders often discuss the use of the Employee Assistance Programme whilst carrying out welfare duties.

The biannual fitness assessments will shortly be underway throughout the District. The Assistant District Commanders will carry out sampling whilst undertaking their own fitness assessments with

and embrace organisational and cultural change

Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts through structured debriefing with OHSU and representative body partners

Establish a robust training and assessment programme for the 2018/19 year to support the development and required maintenance of competence for Wakefield based personnel

Identify development areas from the recent staff survey and implement suitable solutions in consultation with district based stakeholders ensuring open dialogue and communication is at the forefront of engagement

crews and will use this time to ensure that staff are maintaining a suitable level of fitness.

As and when significant events occur we are actively engaging with operational crews to look at their mental health and wellbeing by carrying out structured debriefing with OHSU and representative body support.

Assistant District Commanders continue to promote the use of the Employee Assistance Programme whilst carrying out welfare duties following significant incidents

The Station Assurance Visit programme along with regular on-station assessment by the ADC's allows for staff development and supports the maintenance of competence for Wakefield staff.

The maintenance of competence of staff remains a priority for the district command team. The upcoming changes to the Electronic Maintenance of Competence records will allow for easier oversight of staff competence and will be incorporated in the Wakefield District Training Strategy

The District Command Team regularly meet with their watches to engage and communicate directly. Stations have previously provided monthly updates.

Dialogue and communication with station based personnel is on-going on a regular basis. The Assistant District Commanders regularly meet with their watches. The District Commander and HR Business Partner have meetings with each watch annually. The District Prevention Manager is currently meeting with all crews throughout the district. A Day Crewed Close Call forum has recently been set up to allow the specific duty

Support the implementation of the 2018 Operational Training Strategy

system concerns of the three stations involved (Castleford, Normanton and South Kirby) to raise items that are particular to their ways of working

The District Training Strategy aligns the local training within the district to the wider services exercise programme to provide a number of exercises and opportunities for staff to exercise and command multiple scenarios across a calendar year.

The District Training Strategy is being updated to reflect the changes within the wider Operational Training Strategy and will be live at the start of the new fiscal year, this will incorporate a target for multi-agency training and cross border training as well as local agency training with the likes of Wakefield and District Housing

PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY



We will:

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement

Our action

Explore opportunities for further collaboration with local partners

Progress

We are working with the Local Authority, West Yorkshire Police, Wakefield District Housing and the NHS Wakefield CCG on ways to work closer together.

Wakefield District are currently exploring additional partnership opportunities within the wider health network, with us now sitting on the Health and Wellbeing Board we were able to contribute to the refresh of Wakefield Health and Wellbeing Plan. We are also members of the Housing Health and Social Care Partnership Group which allows us to better understand the role of social housing and social care within the district

strategic change to reflect the economic environment

Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Pilot delegated district budgets that support more efficient management of services

District staff worked closely with the Service Improvement and Assurance Team as part of the HMICFRS pilot inspection.

The District Command Team has recently undertaken the Service Assurance self-evaluation. The outcomes of which are being considered for implementation throughout 2019

The District Team and Wakefield station staff is working closely with Finance on the trial of station and district budgets.

The trial of credit cards for procurement of items locally is continuing at both Wakefield District and Wakefield station. The general consensus is that the system works well and has removed some of the day to day bureaucracy



OFFICIAL

Service Delivery 'Spotlight On' Case Studies

Community Safety Committee

Date: 29 March 2019

Agenda Item:

7

Submitted By: Director of Service Delivery

Purpose	To provide Members with examples of how the service meets the needs of vulnerable members of the community in its service delivery functions of prevention, protection and response.
Recommendations	The Members of Community Safety Committee note the contents of this report.
Summary	The 'Spotlight On' case studies highlight just some examples of the excellent work that is being delivered across the communities of West Yorkshire.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Chris Kirby, Area Manager Service Delivery

T: 01274 655867

E: Chris.kirby@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Spotlight On Case Studies

1 Introduction

- 1.1 WYFRS is committed to meeting the needs of West Yorkshire's diverse communities. Members are aware that we direct our resources particularly towards the most vulnerable groups and individuals who are most at risk because of their lifestyles, behaviours or the way their protected characteristics, such as race, or religion or belief, influence their day-to-day life.
- 1.2 The Spotlight On case studies allow the service to demonstrate to members of the Community Safety Committee how we often go above and beyond in order to provide an excellent service to the people of West Yorkshire and keep vulnerable people safe.

2 Information

- 2.1 The cases attached to this report showcase how our staff are working across districts in order to reduce risk and where required, respond to emergencies to provide a first class service to people in their time of need.

3 Financial Implications

- 3.1 There are no financial implications arising from this report. The activities carried out in the development of the work described come from existing revenue budgets and are supported through collaboration with key partners.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 The 'Spotlight On' Case studies illustrate how the Authority meets the needs of service users who share a protected characteristics and how it fosters good relations, two key requirements of the Public Sector Equality Duty.

6 Health and Safety Implications

- 6.1 The activities described will hopefully continue to improve the health and safety of target groups across the respective districts. All such initiatives will have a focus around our key service priorities.

7 Service Plan Links

- 7.1 The Spotlight On case studies attached provide examples of how we deliver against the following key service priorities:
- Deliver a proactive community safety programme
 - Deliver a professional and resilient emergency response service
 - Provide a safe, skilled workforce that serves the needs of a diverse community.

8 Conclusions

8.1 Members are requested to note the contents of the report and attached Spotlight On case studies.

Spotlight on...

The Bikerlite Programme

What the need was and how we identified it

Andrew Wormald recently completed a 12 month secondment as RTC & Arson Hub Project Officer, which was externally funded within South East Wakefield and Wakefield Rural areas. Evidence gathered from partners identified a cluster of regular arson and RTC related incidents that were associated with particular groups.

During the initial meetings with the local Neighbourhood Policing Team (NPT) and WYFRS colleagues at South Kirkby Fire Station, he was made aware of the impact of anti-social behaviour on illegal off road motor cycles in the community and how offences were being committed almost daily, risking the safety of members of the public and the riders themselves. Andrew volunteered to take the lead co-ordination role in the development of an intervention programme to help address these issues in the area.

What's been done?

Andrew was already part of the Biker Down project designing a training pack to improve motorcycle safety, offering riders the chance to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a crash where someone is injured that was first developed by Kent FRS and is now being delivered by WYFRS.

He began putting a hard hitting presentation together aimed at young people and off road bikes, covering:

- Inappropriate use – statistics / discussion / deterrent
- First aid – scene safety / summoning help/ first aid
- Being seen – collision types / driver error / faulty search strategy
- Impact and reaction speeds – speeding and reaction times

This initial presentation was trialled at Castleford Campus.



Spotlight on...

The Bikerlite Programme

Meanwhile the NPT in South Kirkby had managed to identify a persistent offender who was riding illegally and inappropriately. They sprayed him with a new DNA tagging solution which connected him to a specific crime that had been committed. Following his arrest the number of anti-social motor cycle incidents dropped by 32% within the area. He was the first person to be prosecuted and jailed using this device; this information was added to the presentation.

Andrew worked with WYP Chief Inspector Martin Moizer and his team who arranged for a trial delivery to a specially selected high school group based at Castleford's Airedale Academy. Those present had been identified by Police and teaching staff as being likely to form part of our target audience. Whilst disruptive and unreceptive initially, the hard hitting content and stark reality of the potential consequences of their actions gradually started to register and when we reached the break, none of the participants wanted to leave before the full package was delivered, which provided reassurance that the content was appropriate and likely to influence attitudes and behavioural change.

In December 2018 WYP tripled its Wakefield bike team to catch more illegal riders. Offenders were offered a deferred prosecution and an opportunity to reflect on their lifestyle and behavioural choices by attending a trial Bikerlite delivery, much like a speed awareness course.

It was also decided that parents; who often allow their children to take part in the ASB without always appreciating the law or risks involved; and siblings, who are often influenced or pressured into similar behaviour, should also be invited.

The first part of the package concludes with headcam video footage capturing the death of a young man on a legal bike while wearing full protective gear. The collision and resulting fireball is caught on film, the footage is some of the most powerful in use by WYFRS, the results of which are easy to see when watching the audience. Along with this there is a narrative from the deceased's mother, who talks about the pain of losing her son.



Spotlight on...

The Bikerlite Programme

The final and perhaps most emotive element of this section comes just after the video has finished, when the classroom assistant steps forward to reveal that it was her son who died in the fireball caught on film. She talks to the parents about the heartache of bereavement, and asks the whole audience to recognise that they are in that classroom because of that dangerous behaviour and that they now have the chance to put a stop to it in order to prevent the suffering she has experienced.

What difference is it making?

We continue to trial the 6 deliveries of the Bikerlite programme. Feedback from the audience has been extremely positive and we continue to develop and adapt overall content with our partners WYP.

What next?

If WYP confirm that the number of reoffending cases has declined due to our intervention we will hopefully be able to access external funding and expand delivery with WYP for other districts in West Yorkshire.





OFFICIAL

Safeguarding Report

Community Safety Committee

Date: 29 March 2019

Agenda Item:

8

Submitted By: Director of Service Delivery

Purpose	To inform Community Safety Committee of the safeguarding activity undertaken during 2018 under West Yorkshire Fire and Rescue Service (WYFRS) Safeguarding Procedure.
Recommendations	Community Safety Committee to note the information in this report and continue to promote the Authority's commitment to safeguarding people in West Yorkshire.
Summary	<p>112 cases have generated a Cause for Concern in the period 1 January 2018 to 31 December 2018.</p> <p>57 people were identified as requiring safeguarding and referred to the local authority safeguarding team and 50 were identified as vulnerable individuals requiring additional support from WYFRS.</p>

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Chris Kirby - Area Manager Service Delivery

T: 01274 655867

E: chris.kirby@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 The WYFRS safeguarding process is about recognising when children and vulnerable adults may be at risk from abuse or neglect and are unable to protect themselves from significant harm or exploitation; once identified it is our duty of care to report our concern.
- 1.2. Once a Cause for Concern has been identified by a member of staff, a decision is made by a designated safeguarding officer, currently a district prevention manager or first call area manager, as to whether the individual is someone at risk of harm, abuse or neglect. Having reviewed the available information, if the designated officer considers the individual to be at risk, the concern is passed to the appropriate local authority safeguarding unit. If the person is not considered to be at risk but still requires additional support, the case will be routed to the appropriate officer to access appropriate services from local partners.
- 1.3. In line with the new safeguarding procedure introduced in 2018, the decision-making process will change shortly replacing first call area managers with first call group managers.

2 Information

- 2.1. Safeguarding audit review meetings are held quarterly. They are chaired by the Prevention Manager and attended by some members of the central prevention team; district prevention managers also attend on a nominated basis.
- 2.2. The purpose of the audit is to determine whether the:
 - Cause for Concern has been identified and raised correctly
 - Appropriate and accurate notes have been recorded on the form by the 'alerter' to enable decisions to be made
 - Appropriate actions were taken and recorded during the interaction with the individual identified
 - Advice was sought from the designated officer
 - The decision to escalate to safeguarding has been taken correctly by the designated officer
 - Outcomes have been recorded in a suitable format
 - Appropriate feedback was given to the raiser.
- 2.3. After the review of each case, where appropriate, feedback is sent to the relevant designated safeguarding officer, normally the district prevention manager; they will follow-up any training or learning development issues with the individual prevention team member or the relevant watch manager.

3 Results of the Safeguarding Audit

- 3.1 For the year 1 January 2018 to 31 December 2018, 112 Cause for Concern cases were raised by WYFRS personnel; this is an increase of 24% compared to 90 cases raised in the previously reported 12 month period. 57 (50.9%) of these cases were subsequently assessed as having a safeguarding issue and 50(44.6%) were assessed as vulnerable individuals in need of support. A further 5 records were uncategoryed¹. 41% of the individuals identified were female and 59% were male.

- 3.2 The total number of cases raised during the year represents a 30% increase on the previous calendar year, 2017. This probably reflects the delivery of the Safe and Well training programme which has led to an increase in confidence and knowledge about the vulnerabilities people may face and the availability of partner support services in the local area. Table 1 shows, in the nine month period between April and December 2018, 611 referrals were made by crews and prevention staff to partner agencies as a result of a safe and well visit or high risk intervention.
- 3.3 In addition to these referrals, crews and prevention staff noted various concerns which highlighted issues around individuals living in a cold home, at risk of falling in their home or in need of a crime prevention intervention. Where such concerns were identified, occupiers were given information and advice or signposted towards appropriate services. Staff also identified 1985 people as having additional vulnerabilities which could not be identified under any of the concern categories. These additional vulnerabilities are followed up by the prevention team.

Table 1: Safe and Well – referrals made and concerns noted. April to December 2018

Total number of visits (Safe and Well and High Risk Interventions)	12919
Referrals made to agencies	611
Cold Homes (Concerns noted and advice given)	210
Crime Prevention (Concerns noted and advice given)	457
Falls (Concerns noted and advice given)	1486
Vulnerable people	1985

- 3.4 Table 2 overleaf shows that 20.5% of the concerns raised were children aged 0 – 19. However, 59.9% of the concerns raised were about adults aged 50 and over.

Table 2: Causes for Concern raised – by Age

District	Number of concerns raised	Age					
		5 and under	6 -19	20-29	30-49	50 -64	65 and over
Bradford	21	3	5	3	1	4	5
Calderdale	31	0	3	1	4	9	14
Kirklees	15	2	0	3	1	3	6
Leeds	35	5	2	3	4	8	13
Wakefield	10	2	1	1	1	2	3
Total	112	12	11	11	11	26	41
	100%	10.7%	9.8%	9.8%	9.8%	23.2%	36.7%

- 3.5 Table 3, columns 1 and 2 show the decisions made by the designated officers across the five districts. Bradford (61.9%), Leeds (65.7%) and Wakefield (70%) all demonstrate that approximately 2 out of 3 cases are subsequently referred to the appropriate local authority safeguarding board. However, Kirklees (33.3%) and Calderdale (29%) are showing that only 1 in 3 cases are subsequently referred for safeguarding.
- 3.6 Columns 3 and 4 show that all of the cases designated as vulnerable people in Calderdale and the majority of those in Kirklees were adults. Almost all children identified as a Cause for Concern were subsequently safeguarded.
- 3.7 These figures appear to highlight a learning development need from those staff identifying causes for concern. It had been anticipated that the Safe and Well training programme might have led to a reduction in the number of Cause for Concern forms being raised incorrectly for those people identified as vulnerable and in need of further support from WYFRS or appropriate partners but these figures show this not to be the case. The Safe and Well programme is currently being evaluated and any gaps in understanding about how to refer to others will be identified. Training modules are being planned around risk assessment and decision-making; these modules will be followed by safeguarding training towards the end of 2019-20. This training programme should lead to an improvement in staff confidence in correctly assessing what action to take when a vulnerable person is identified.
- 3.8 Generally, the standard of completion of the Cause for Concern forms has improved during 2018. Feedback from the audit panel is now targeted and specific to the individual. The majority of actions taken by the raisers followed the correct procedure and the quality and frequency of feedback from the designated safeguarding officers has improved. This should improve further following the delivery, in March 2019, of safeguarding training for the decision-makers.

Table 3: Decisions made by Designated Safeguarding Officers – By Adult/Child status

District	Column 1 No. of Cause for Concerns raised	Column 2 % of total no. in district	Column 3 Adults	Column 4 Children
Bradford Total	21		13	8
Safeguarding	13	61.9	8	5
Vulnerable Person	6	28.6	4	2
Uncategorised ¹	2	9.5	1	1
Calderdale Total	31		28	3
Safeguarding	9	29.0	6	3
Vulnerable Person	22	71.0	22	0
Kirklees Total	15		13	2
Safeguarding	5	33.3	3	2
Vulnerable Person	8	53.3	8	0
Uncategorised	2	13.4	2	0
Leeds Total	35		28	7
Safeguarding	23	65.7	18	5
Vulnerable Person	12	34.3	10	2
Wakefield Total	10		7	3
Safeguarding	7	70.0	4	3
Vulnerable Person	2	20.0	2	0
Uncategorised	1	10.0	1	
TOTAL	112		89	23

¹ **Definition of uncategorised** – a case where the field on the Cause for Concern form has been left blank by the raiser and the designated officer. This is an error in recording and is fed back to the individual/s concerned. In future, we are amending the form so that it becomes mandatory to enter something into this field and so we should eliminate this issue.

4 Financial Implications

- 4.1 The costs of training and implementation of the safeguarding policy are met from within the current approved revenue budget.

5 Legal Implications

- 5.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

6 Human Resources and Diversity implications

- 6.1 Implementation of the Safeguarding Procedure and the related training of employees support the safeguarding of children & vulnerable adults. An Equality Analysis on the Safeguarding Procedure and all associated training will ensure appropriate equality risks are identified and addressed effectively and ensure Authority compliance with the Public Sector Equality Duty. Equality and diversity issues relating to children and vulnerable adults are referred to the appropriate safeguarding unit at the time of referral.

7 Health and Safety Implications

- 7.1 The implementation of robust safeguarding procedures will help ensure the safety of vulnerable adults and children across West Yorkshire.

8 Service Plan Links

- 8.1 The Safeguarding process in place across WYFRS aims to support the following key service priorities:

- Deliver a proactive community safety programme
- Deliver a professional and resilient emergency response service
- Provision of a skilled workforce that meets the needs of a diverse community

9 Conclusions

- 9.1 Generic Safe and Well training (which will be completed by April 2019), the introduction of the updated safeguarding procedure and improved feedback from the audit group have all contributed to an improvement in the raising of a Cause for Concern. Further improvement should follow once the delivery of the proposed training occurs.
- 9.2 Following publication of the revised safeguarding procedural document, the following training is being developed
- Frontline training on recognising and responding to abuse is being developed with West Yorkshire Police and the Bradford Safeguarding Adults and Children's team. This face-to-face training will be rolled out across districts and other partners towards the end of 2019-20.
 - An e-learning module will subsequently be developed as follow-on refresher training and will contain information and advice that is in keeping with WYFRS position as an 'Alerter' Authority.
 - A training module for designated safeguarding managers (group managers and district prevention managers) to ensure they are fully aware of their safeguarding roles and responsibilities. It is anticipated that the advisor and decision-making role of a designated

safeguarding managers will transfer from first call area managers to group managers once the training has been delivered; the expected completion date for this training is March 2019.



OFFICIAL

Provision of smoke and heat detection

Community Safety Committee

Date: 29 March 2019

Agenda Item:

9

Submitted By: Director of Service Delivery

Purpose	This paper provides information on our approach to improving the standard of fire detection equipment that West Yorkshire Fire and Rescue Service (WYFRS) install as part of our Safe and Well home visit programme.
Recommendations	That Members of the Community Safety Committee note the contents of this report
Summary	Advances in technology in fire detection equipment and a review of smoke alarm provision in West Yorkshire has resulted in the proposal to adopt the recommendations in a recent position statement from the National Fire Chiefs Council regarding domestic fire detection.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Chris Kirby, Area Manager Service Delivery

P: 01274 655867

E: chris.kirby@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1 – NFCC position statement

1 Introduction

- 1.1 In January 2019, the NFCC released a position statement in relation to domestic fire detection. This can be found as Appendix 1. In summary, the position statement gives advice as follows:
- Fitting smoke alarms on every floor of the home should be regarded as minimum practice
 - Based upon a risk assessment, smoke detection should be fitted in every room of the house that is regularly inhabited (bedrooms, living / dining rooms).
 - Heat alarms should be fitted in kitchens
 - Where possible, the alarms should be inter linked so that all will actuate within the property irrespective of the fire location
 - All smoke alarms should be replaced after 10 years.
- 1.2 A recent review of smoke detection equipment installed by WYFRS as part of our Safe and Well home visit programme has resulted in a proposal to adopt the recommendations contained within the NFCC position statement.
- 1.3 The current procurement of smoke detection equipment in WYFRS is under a procurement framework and includes standard battery operated smoke detectors, Wi Safe linked battery smoke detectors, hearing impaired smoke detection equipment and heat alarms. At present, we procure the standard, WiSafe and hearing impaired types of smoke detector but do not procure or install heat alarms.

2 Information

- 2.1 WYFRS has a guidance document on the fitting of smoke detection that highlights how smoke alarms should be fitted in locations appropriate to the layout of the building with a consideration for risk.
- 2.2 The guidance goes on to provide further detail on how risks should be managed as described below:
- Where the risk is low one detector on each occupied level is suitable. Detectors should be sited in communal areas such as the Hallway or Landing; at least one must be located on every occupied floor of the property and the position should allow the detector to be heard in all occupied bedrooms. If there is no Hallway, a detector can be placed in a living room.*
- 2.3 The guidance goes on to provide advice on what to do if the level of risk is increased but allows discretion to be applied in relation to fitting additional detection in rooms of elevated risk (for example in the room of a person who is likely to cause a fire). Guidance also suggests that as identified risk increases, staff may choose to fit linked detectors (WiSafe) alarms.
- 2.4 Out guidance also gives staff information on fitting smoke detection equipment for specific identified risks, as outlines in the table below:

Fire Risk	Guidance
Airflow Mattress/Cushions	<i>“Fit detectors to all floors of the property and any room where an airflow product is used”.</i>
Alcohol Misuse	<i>“Fit smoke detectors to all floors of the property and any additional</i>

	<i>rooms where there are increased risks due to their lifestyle”.</i>
Arson	<i>“Fit smoke detectors to all floors and any rooms where a heightened risk of a possible attack has been identified”</i>
Excessive Fire Loading/Hoarding	<i>“Fit smoke detectors to all rooms with a Clutter Index of 4 or higher. If property is Clutter Index 3 or lower, fit smoke detectors to each floor in the property”.</i>
Hearing Impairment	<p>Wi-Fi detection and a strobe pad should be fitted where after a deaf alarm hearing assessment an occupant is identified as being unable to hear a smoke detector without hearing aids being worn and:</p> <p><i>“The occupant lives alone or is left alone in the property by their relative at any time”.</i></p>
Medication which Causes Drowsiness	<p>Where the occupant lives alone or is left alone for long periods:</p> <p><i>“Fit linked smoke detectors with a vibrating pad and consider a referral to Telecare for a system which includes linked smoke detectors”.</i></p>
Oxygen	<i>“Fit smoke detectors to all rooms where oxygen is used or stored and in addition, to the bedroom of the occupant who has been prescribed medical oxygen”.</i>
Recreational Drug Use	<i>“Fit smoke detectors to all floors and to the rooms where any of these unsafe activities take place. Consider linking a vibrating pad where appropriate or recommend a Telecare system with linked smoke detector”.</i>

2.5 The Telecare system is installed via a referral process to an external provider and the occupant must agree to an annual payment to the provider of this type of detection equipment.

Risk Analysis

- 2.6 The study looked at the number of dwelling fires between 1 April 2018 and 31 December 2018 and found that of the 889 dwelling fires:
- 43% started in the kitchen or were recorded as 'cooking'
 - 10% started in the living room
 - 13% started in the bedroom
- 2.7 Previous studies looking into accidental fire deaths across West Yorkshire (2012-2017) have found that fires that start in the bedroom and lounge accounted for 70% of the fire related fatalities. In the same time period, fires that started in kitchen caused 17% of the fire related fatalities across West Yorkshire.
- 2.8 Our study also shows that in the majority of safe and well visits we carried out between 1 April 2018 and 31 December 2018, we installed between 0-2 smoke detectors. It is rare that more than 2 detectors are installed during safe and well visits and very rare that interlinked detectors are fitted.
- 2.9 Our current guidance does give staff the option of fitting additional smoke detectors but an increased level of awareness and some planned training for assessing risk in addition to us adopting the recommendations set out in this paper is likely to result in more smoke detectors being fitted to each property in future.

3 Financial Implications

- 3.1 The cost of smoke detection equipment is currently funded through a Capital budget. In 2017/18 the cost of smoke detection equipment was £300,000.
- 3.2 Increasing our provision of equipment during the safe and well home visit programme to fitting heat detection within kitchens as standard will increase the costs of equipment by approximately £125,000.
- 3.3 Additional smoke alarms (stand alone or linked) based on a risk assessment of the property will also result in additional costs but this figure is more difficult to calculate as it will not be required in all cases.
- 3.4 It is anticipated that the current capital budget for smoke detectors will cover the anticipated increase in costs but if this proposal is approved, the spend against this budget will be reviewed mid-way through the next financial year (19/20) and if appropriate, recommendations to adjust the capital budget will be made.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 There will be some awareness and training implications arising from adopting the recommendations within this report but this is already planned for delivery from within the central prevention team as part of the safe and well training programme that is currently being delivered.

6 Health and Safety Implications

- 6.1 The proposals contained within this paper are aimed to increase safety for vulnerable people that we target as part of our Safe and Well home visit programme by improving the level of detection equipment within the home to improve fire safety.

7 Service Plan Links

- 7.1 This proposal contributed the following service priorities:
- Reduce the risks to the communities of West Yorkshire.
 - Make better use of technology and innovate where possible.

8 Conclusions

- 8.1 It is recommended that the advice given by the NFCC within the recently published position statement on domestic fire detection is adopted by WYFRS.



Position statement

Domestic Fire Detection

The National Fire Chiefs Council (NFCC) is committed to creating safer, healthier and more resilient communities.

In support of this strategic objective it is considered that improving the standard of fire detection within dwellings would contribute significantly to reducing fire casualties and fatalities and also materially reduce fire losses arising from accidental fires.

In addition, it is important that public fire safety information and advice keeps pace with changing technical standards, advances in technology and also reflects the range of products being manufactured, supplied and retailed in the UK.

The primary intent of this position statement is to revise the version issued in May 2015, to harmonise and update the information and advice being provided to the public and others in respect of domestic fire detection.

Background

In 1987, only 9% of households in the UK had a working smoke alarm. Current figures show that approximately 90% of households now have a working smoke alarm. This improvement has largely resulted from a significant programme of home safety visits undertaken by Fire and Rescue Services, and from regular publicity campaigns around the simple messages of fitting smoke alarms and testing them regularly.

Current Position

Despite the significant increase in ownership of working smoke alarms, dwelling fire fatalities still occur, even in properties where smoke alarms are fitted and working. In some instances smoke alarms are not fitted in the right place or are not suitable for the occupiers needs. Advances in technology also mean that we have a greater understanding that different types of smoke alarms respond in different ways to some types of fires.

To prevent fire injury and minimise fire damage it is crucial that any outbreak of fire in the home is quickly detected and the alarm raised at the earliest possible stage of smoke production and fire growth.

Given these issues, the fact that current advice is more than 30 years old and smoke alarms are less expensive and benefiting from advances in new technology, NFCC is updating its advice as follows:

- Fitting a smoke alarm on every floor of a home should be recognised as a minimum standard (in a circulation space such as a hall or landing).
- Additionally, it is recommended that based upon fire risk to the occupants, smoke alarms are fitted in every room in the house which is regularly inhabited (i.e. bedrooms, living rooms, dining rooms).

- It is additionally recommended that a heat alarm should be fitted in the kitchen.
- Where possible, these alarms should be inter-linked so that all will actuate within the property irrespective of the fire location.
- All smoke alarms (including hard wired or those with removal batteries) should be replaced after ten years, or by the 'replace by' date indicated on the base or earlier if found to be defective.

Public Safety Information

Key public fire safety messages and prevention activities such as home safety visits should be aimed at protecting all occupants of dwellings.

NFCC encourage those who can (or have a legislative responsibility to do so) to provide suitable and sufficient fire detection and warning and support those who can't, due to age, ill health and/or social circumstance to get the help and assistance needed to adequately protect themselves from fire.

Specialist domestic fire alarms are readily available for persons with impaired hearing to increase audibility and consideration should be given to the provision of an interlinked smoke alarm within the bedroom.

NFCC aims to ensure that all homes within the UK are provided with a standard of fire detection and warning that is appropriate to the layout, fire risks and hazards within the home and best suited to the health and circumstances of the occupants.

Scotland

In 2018 changes were made to [the Housing \(Scotland\) Act 1987](#) in relation to fire and smoke alarms which will apply to **all homes in Scotland**.

The main requirements are:

- at least one smoke alarm installed in the room most frequently used for general daytime living purposes,
- at least one smoke alarm in every circulation space on each storey, such as hallways and landings,
- at least one heat alarm installed in every kitchen,
- all alarms should be ceiling mounted, and
- all alarms should be interlinked.

There will be a two-year period for compliance once the regulations are in force, meaning homeowners would have until early 2021 to comply.



OFFICIAL

Emollient Skin Products Project

Community Safety Committee

Date: 29 March 2019

Agenda Item:

10

Submitted By: Director of Service Delivery

- Purpose** To inform Community Safety Committee about the progress of the Emollient Skin Product project.
- Recommendations** Community Safety Committee is informed about the West Yorkshire Fire and Rescue Services (WYFRS) campaign and continue to support it as it as a local, regional and national campaign.
- Summary** This prevention project aims to raise awareness amongst health and care professionals and the public around the fire risks associated with the use of emollient skin products.
- It also aims to reduce the likelihood of fire fatalities across West Yorkshire; lobby for changes to medicine and medical devices labelling; support scientific testing into the flammability of differing % paraffin-base and paraffin-free products; work with partners to produce effective washing care instructions.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: WM Christopher Bell – Project Manager - 07552 283637
Claire Tabert – Project Coordinator – 0113 387 5732

Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1. Following 3 fire fatalities since May 2015, where smoking and the use of paraffin-based skin products¹ which had dried into fabrics were found to be linked to the cause of fire, a small project team was set up in October 2017 to raise awareness about the potential fire hazard of using these products. When an ignition source such as smoking materials, cooking or an open flame (gas fire, candle etc.) is introduced to the fabric, it is highly likely that a fire will ignite, spread quickly and burn more intensely causing serious injury or death.
- 1.2. Serious Incident Review meetings following the 3 fatalities mentioned in 1.1 above, all highlighted the lack of knowledge amongst carers, nurses and other health professionals about the potential fire risks when these products are used. Following the conclusion of coroner's hearing for Pauline Taylor and Brian Bicat, two Regulation 28 notices were issued to various interested parties stating concerns about this lack of awareness. It is these concerns, along with our findings arising from the serious incident reviews, which led to the development of this project.
- 1.3. The project team consists of Watch Manager Chris Bell who is managing the project and Claire Tabert who is coordinating the project. The team are being supported by staff from the fire investigation, central prevention and corporate communication teams.

2 Main aims of the project

2.1 The main aims of the project are to

- Raise awareness amongst the general public – particularly those who regularly use these products and their families and carers.
- Raise awareness amongst health and care professionals including pharmacists, general practitioners, district nurses, staff in acute settings and care providers.
- Ensure all WYFRS personnel are informed and confident about the relevant issues.
- Provide evidence and lobby the Medicines and Healthcare products Regulatory Agency to bring about changes to manufacturers' labelling.
- Share good practice with other fire and rescue services nationally.
- Introduce a Paraffin-Based Skin Product flag to the national Information Recording System.
- Influence the national health agenda around the dissemination, content and take up of information.

¹ Paraffin-based skin products come in different forms - creams, lotions and ointments and are contained in pumps, tubes, pots and sprays. There are many different products containing differing levels of paraffin-base and some are paraffin-free; they are often prescribed over long periods of time to treat dry skin conditions such as eczema and psoriasis. These products are only flammable when they have dried into fabric and an ignition source has been introduced. Some products, but not all, contain flammability warnings or symbols but the majority of products are purchased, prescribed, dispensed or applied with few, if any, conversations from the health or care professional about the fire risks associated with their use.

3 Data, data collection and reporting

- 3.1. Current information shows that, nationally, there have now been 53 deaths, 2 injuries and 9 people evacuated² in paraffin-based skin product-related fire incidents since 2010. This figure has increased since the 37 deaths previously identified under the BBC's Freedom of Information request and is due to increased awareness by fire and rescue services about reporting the issue.
- 3.2. Recently, there have been a further two fire fatalities in West Yorkshire where there appears to be evidence to demonstrate that emollients have had a role in the rapid development of the fire. These cases have not yet been heard by the Coroner.
- 3.3. A field has now been added to the Safe and Well visit form on the prevention database which will enable staff to highlight any concerns they have about the use of emollients by occupants who are at risk of fire.
- 3.4. The fire investigation team also now report any identified issues with emollients to the Medicines and Healthcare products Regulatory Agency (MHRA) via their Yellow Card system³.
- 3.5. The national Incident Reporting System is currently under review by the Home Office. A request for the system to include an emollients field has been made, via the National Fire Chiefs Council and provisionally accepted.

4 Progress March 2018 to February 2019

Staff training

- 4.1. Staff training on emollients was delivered through the smoking cessation module of Safe and Well training programme and was delivered between July and October 2018. All crews and prevention staff received the training which explained what emollients are and what they are used for; how they are only flammable when they have dried onto fabric; how to identify and record the risk; and how to mitigate the risk through advice and interventions. The training was well received by crews; feedback included "Paraffin based products – good quick information" and "Very good input on paraffin based creams".
- 4.2. Since the training has been delivered, 1176 risks, around the use of emollients, have been identified by crews and staff. 400 of the issues identified were for people who required high risk interventions.

Pharmacy Toolkit Pilot Project

- 4.3. The aim of this pilot was to encourage pharmacists to have verbal conversations with their customers when dispensing paraffin-based skin products. All crews participated, visiting 569 pharmacies across West Yorkshire between July and October 2018. Pharmacists and their staff were given stickers to place on pharmacy bags to remind them to have

² This refers to an incident in a care home in Lancashire in which towelling and bedding, which was contaminated by emollients, had been washed at a lower temperature, dried in a hot dryer and stacked in a cupboard. The laundry combusted spontaneously, causing a fire. 9 people in the home were evacuated.

³ The Yellow Card reporting system is where anyone, including the public, can report problems around medicines and medical devices. This enables the MHRA to review the product if necessary, take any appropriate action to minimise risk and maximise the benefit to patients. Fire incidents including emollients, airflow mattresses and cushions, oxygen equipment and e-cigarettes can all be reported via this system.

conversations; hazard warning postcards to give to their customers; a prompt sheet of conversation tips for the pharmacy staff.

- 4.4. A follow-up evaluation exercise took place in which 150 pharmacists were contacted by phone. 89% of the pharmacists rated their understanding and knowledge about the issues as very good or excellent but when asked specifically about the flammability risks many were still confused. 93% of pharmacists would be interested in participating in the initiative if it were extended but were less willing to make any payment towards the provision of resources i.e. stickers and postcards.

Raising awareness with partners

- 4.5. A number of face-to-face presentations have been made by Watch Manager Jamie Lister, Watch Manager Chris Bell and Claire Tabert to medicine safety groups, care provider forums, oxygen forums, healthcare fire safety officers, various NHS representatives and members of the West Yorkshire Community Pharmacy Network. Attendees at the presentations have disseminated the information widely to their networks and peers.
- 4.6. Watch Manager Bell presented at the annual UK Association of Fire Investigators in January 2019 alongside Anglia Ruskin University. An invitation has also been received to present at the annual National Association of Healthcare Fire Officers conference in May.

National Fire Chiefs Council (NFCC) Emollients working group

- 4.7. In May 2018, the project team attended the Home Safety Committee to ask for NFCC backing for the project. The NFCC endorsed the aims of the West Yorkshire project and offered support through the creation of a NFCC working group to be led by Watch Manager Bell. The terms of reference and the main aims of the group are contained in Appendix 1. The working group members are West Yorkshire FRS, London Fire Brigade, Cheshire FRS, Merseyside FRS, Lancashire FRS, Greater Manchester FRS/Public Health England, Cambridgeshire FRS, Essex FRS and the Care Quality Commission. The Home Safety Committee is kept regularly updated by the project team.

Fire testing

- 4.8. The project team travelled to Cambridge to meet with members of the forensic science department at Anglia Ruskin University, London Fire Brigade, Essex FRS and the Medicines and Healthcare products Regulatory Agency (MHRA) to discuss the lack of empirical evidence and information around the flammability of contaminated materials saturated with differing % levels of paraffin – based skin products.
- 4.9. The testing carried out and recently published in the Fire Safety Journal showed
- The ignition time of fabric contaminated with more than 50% paraffin content, less than 50% paraffin-content and paraffin-free products burned on average 10 times faster than uncontaminated fabric – ignition time approximately 6 seconds.
 - The time the fabric was left to dry after the contaminants had been applied i.e. 24 hours, 48 hours and 7 days made no difference to the ignition time.
- 4.10. The significance of these findings is
- The risk now applies to all emollients which are applied to large parts of the body on a regular basis which subsequently soak into fabric and dry. In response to the

initial findings by the Health and Safety Executive in 2007, some prescribers and dispensers have switched from higher paraffin-content products to lower paraffin content or paraffin-free products believing the risk of fire to be lower. We know that some clinical commissioning groups in West Yorkshire have taken this approach; this unfortunately means that some people mistakenly believe that they are no longer at risk. This misunderstanding needs to be rectified.

- Because fabric can become flammable after only one application of emollient there is an urgent need to publish appropriate washing advice for the public and the health and care sector. Currently, advice is non-specific i.e.

“ Wash contaminated fabrics regularly, preferably daily, at the hottest temperature possible according to the fabric care instructions. Washing will reduce the contaminant but may not remove it.”

Further research is required to establish what temperature and what detergent will remove the contaminant and therefore the risk.

- 4.11. It is integral to the future of fire safety advice regarding emollients that further research is carried out to establish the effect washing at different temperatures and with different detergents has on the flammability of contaminated materials. WYFRS and other members of the NFCC working group (see 4.3) are currently supporting the university's application for funding to carry out further research in this area; a funding bid is being submitted to the NFCC Research and Development group.

Product and packaging labelling

- 4.12. In September 2018, the project team were invited to represent the NFCC on an expert reference group being hosted by the MHRA in London. The group was convened to look at the benefits and risks of using emollients; the need and scope of any regulatory action; and a strategy for effective communication, stakeholder engagement and partner working – including core messages.
- 4.13. The evidence presented by the team included
- Case study information for Pauline Taylor and Brian Bicat who both died in West Yorkshire as a result of fire where emollient was involved in its rapid development
 - The results of WYFRS testing of contaminated fabrics by WM Jamie Lister from the fire investigation team
 - National fire and rescue service data
 - An overview of the issues highlighted by the Coroner and by health and care sector stakeholders within West Yorkshire.
- 4.14. Anglia Ruskin also presented their research findings and the PAGB (Proprietary Association of Great Britain) attended to represent the manufacturers' views. WYFRS made recommendations to the MHRA on the wording of any proposed fire safety warnings on emollient products and packaging and suggested various icons.
- 4.15. In December 2018, the MHRA announced that the Commission on Human Medicines had recommended that

- Outer packaging and product containers should include a warning about the fire hazard and advice not to smoke, accompanied by short explanatory text and a picture warning in the most prominent field of view
- Where available, the Patient Information Leaflet or Instructions for Use and the Summary of Product Characteristics should be updated to include warnings about the risk and how best to minimise it

- 4.16. The MHRA said they will work with the manufacturers and other stakeholders to apply the Commission's recommendations. Additionally, they are setting up a stakeholder group to manage the education and awareness of this issue. WYFRS will be represented on that group.
- 4.17. Additionally, the MHRA announced that the recommendations would be applied to all emollients i.e. those that contain more than 50% paraffin, those that contain less than 50% paraffin and those that are paraffin-free (but may contain nut oils, vegetable oils or oatmeal for example).

Resources, social media and the press

- 4.18. A dedicated webpage was developed and introduced onto the WYFRS site in July 2018. There are separate areas on the page which are tailored towards the public, health and care sector, pharmacists and other fire and rescue services. The public section has frequently asked questions; the health and care sector and pharmacist sections have information on what they can do to mitigate the risks and are linked to the relevant coroner's concerns. The fire and rescue section signposts other services to the project and will contain various tools to support them to train their staff and identify and support individuals who are at high risk in their local areas.
- 4.19. In early 2018, as previously reported, the project team created a 12 minute training video aimed at health and care professionals. This has been extensively shared by our partners across West Yorkshire and some stakeholders nationally; Boots UK rolled sections of the video to all its pharmacies. This will now need to be reviewed in the light of the recent research.
- 4.20. In August 2018, a further video was produced by the team, with the support of multimedia, which is 43 seconds long and aimed at the public. This was shared via Facebook and Twitter and can be viewed here <https://youtu.be/rwJAzvEkVII>.
- 4.21. Resources developed and produced for the Pharmacy Toolkit Pilot included a hazard warning postcard (See Fig 1) to be given to the pharmacy customers and a prompt sticker to remind the pharmacist to have a verbal conversation (See Fig 2). The prevention team have also delivered these postcards when they have identified someone who is using emollients as part of their Safe and Well or higher risk intervention visits.

Fig 1: Warning postcard



Fig 2: Sticker for pharmacy



- 4.22. An extensive media campaign was delivered by the corporate communications team during July following the Coroner's hearing for Brian Bicat. Interviews were given by WM Chris Bell, WM Jamie Lister from the fire investigation unit, the daughters of Pauline Taylor who died in May 2015 and the daughter and son of Brian Bicat who died in September 2017. The families have been keen to be involved in raising the profile of the issue and their personal narrative has been integral in delivering the core message.

Additionally, ITV's consumer editor, Chris Choi did a piece with family members and WM Bell about the need for appropriate fire safety warnings on products and packaging. In December the MHRA issued a press release about the changes (See 4.15) which quoted WM Bell as the NFCC lead. The story was also picked up by various trade publications ITV Calendar and was shared via social media channels.

In February 2019, WYFRS welcomed the research findings from Anglia Ruskin University with WM Bell being interviewed alongside academic staff the BBC 5 LIVE programme, Adrian Goldberg Investigates.

See Appendix 2 for various press and media links.

5 Moving forward

- 5.1. The project team will lead on the development of a toolkit of resources for use by other fire and rescue services nationally and will be supported by other members of the NFCC working group. It is likely the toolkit will be trialled across Yorkshire and Humberside and will then be rolled out via the NFCC for use by all fire and rescue services. The toolkit is likely to include the following

- Fire investigation information – current research, good practice, Yellow Card reporting
- Resource such as slides, video etc. for inclusion in health and care partners annual fire safety training package
- Sample person-centred fire risk assessment forms, letters and information for use by fire and rescue services when working with domiciliary and residential care providers
- Sample local communications campaign materials with social media hashtags and posts, photos and case study library
- Leaflets, postcards and posters which can be self-branded for circulation to the public and the frontline workers working with them
- Training resources aimed at prevention teams and firefighters
- Pharmacy Toolkit project pack (as per 4.3.)

The development of these resources will run alongside the MHRA's stakeholder group (See 4.16.) to avoid any duplication and unnecessary use of resource.

- 5.2. A full evaluation of the project will be carried out to assess the outcomes and impact.

6 Financial Implications

- 6.1 The costs of this project are being met from within the current approved revenue budget.

7 Legal implications

- 7.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

8 Human Resources and Diversity Implications

- 8.1 WC Chris Bell has currently been released to the project team from the operational resource pool for 2 days per week. An Equality Analysis on the project and all associated training will ensure appropriate equality risks are identified and addressed effectively and ensure Authority compliance with the Public Sector Equality Duty.

9 Health and Safety Implications

- 9.1 The delivery of this project will help ensure the safety of people at risk of serious injury or death from fire across West Yorkshire which may have occurred due to the lack of information and knowledge about the safe use of emollient products.

10 Service Plan Links

- 10.1 The project meets the WYFRS 2018-9 Action Plan objective to deliver a proactive community safety programme by working with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being.



NFCC
National Fire
Chiefs Council

The professional voice of the UK Fire & Rescue Service

Flammable emollient creams

Terms of reference

Name of working group: Flammable emollient creams (Home Safety Committee)

Home Safety Committee identified a need to coordinate and develop the work around flammable skin creams. Work is being carried out on a local level across some fire and rescue services but the issue has been highlighted on many occasions on a national level.

The working group will be formed to raise public awareness and develop a national conversation between the health and care sector and fire rescue services about the potential fire risks of flammable skin products when soaked into fabrics to which an ignition source is introduced.

The group will coordinate this work to:

- Ensure data collection and recording can inform fire and rescue services and the public of the risks and behaviours which may increase the risks associated with these products
- Develop standardised and accurate fire safety information and guidance for use by the public, the health and care sector, fire and rescue services.
- Share good practice, evaluation and learning between fire and rescue services and appropriate partners
- Be proactive in preventing death and injury – examples might be the development of an NFCC national campaign and work to support the improvement of labelling of medicines and medical devices by the Medicines and Healthcare Products Regulatory Agency

Working group leads:

This working group is led by Christopher Bell of West Yorkshire Fire and Rescue Service supported by Clare Tabert of West Yorkshire Fire and Rescue Service. They can be contacted on paraffin.project@westyorkshire.gov.uk or via NFCC communications@nationalfirechiefs.org.uk

The working group leads will report to NFCC Home Safety Committee and provide regular update at these committee meetings.

Any development of position statements or new policies, particularly those that affect more than one coordination committee, potentially contentious topics (e.g. for political, financial or professional reasons) and other matters which affect a number of FRSs must be referred to the NFCC, via the NFCC Home Safety Committee Chair, for consideration and approval and sign off must be sought from NFCC Prevention Lead.

Subject matter experts:

Members of the working group with specialist knowledge or expertise will be specifically identified and will be empowered to speak about the specialist areas on behalf of the NFCC. Subject matter experts will seek the involvement of the NFCC Communications and Home Safety Committee before responding to media requests.

Annex 2 Press and media links

ITV News interview - Chris Choi (21/8/18) [ITV News](#)

<https://www.westyorksfire.gov.uk/news/fire-warning-label-changes-welcomed-by-fire-service-and-bereaved-family/>

<https://www.yorkshirepost.co.uk/news/fire-service-issues-warning-over-flammable-skin-care-creams-1-9503496>

<https://www.bbc.co.uk/news/health-46605897>

<https://www.yorkshirepost.co.uk/news/family-of-great-grandmother-killed-in-blaze-fuelled-by-skin-cream-welcome-package-warnings-call-1-9501709>

Stray FM - <https://www.strayfm.com/news/local-news/2766289/west-yorkshire-fire-bosses-call-for-fire-warnings-on-emollients/>

Government website - <https://www.gov.uk/government/news/emollient-cream-build-up-in-fabric-can-lead-to-fire-deaths>

Pharmaceutical Journal - <https://www.pharmaceutical-journal.com/news-and-analysis/news-in-brief/emollient-packaging-should-include-fire-risk-warning-says-mhra/20205930.article?firstPass=false>

<https://www.westyorksfire.gov.uk/news/research-shows-hidden-fire-risk-of-emollients/>

http://www.frmjournal.com/news/news_detail.emollient-cream-fire-risks-revealed.html

NFCC - <https://www.nationalfirechiefs.org.uk/News/Page-18/latest-research-shows-hidden-fire-risk-of-emollients/220630>

Mail on Sunday - <https://www.mailonsunday.co.uk/health/article-6668681/Shocking-video-shows-clothes-emollient-creams-catch-fire-SECONDS.html>

The Sun - <https://www.thesun.co.uk/news/8349221/eczema-cream-video-clothes-burst-into-flames/>

<https://www.news-medical.net/news/20190204/Commonly-used-emollients-can-pose-significant-fire-risk-research-shows.aspx>

<https://bioengineer.org/research-shows-hidden-fire-risk-of-emollients/>

https://www.eurekalert.org/pub_releases/2019-02/aru-rsh020419.php



OFFICIAL

Cost Recovery update for Primary Authority Scheme

Community Safety Committee

Date: 29 March 2019

Agenda Item:

11

Submitted By: Director of Service Delivery

Purpose

This report provides an update on the cost recovery status for the Primary Authority Scheme.

Recommendations

That Members of the Community Safety Committee note the contents of this report.

Summary

At the Community Safety Committee held on 25 January 2019 a request was made for an update on the current status of cost recovery for the Primary Authority Scheme delivered by the Business Support Team within Fire Protection.

This report provides a brief update and sets out work which is currently ongoing in this area.

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

Chris Kemp – Senior Fire Protection Manager

Email:- Christopher.kemp@westyorksfire.gov.uk

Tel:- 01274 655720

Background papers open to inspection: None

Annexes:

Click here to enter text.

1 Introduction

- 1.1 This report provides an update on the current status of cost recovery in relation to Primary Authority Partnerships delivered through the Business Support Team (BST).
- 1.2 The BST was developed in 2014 following approval by the Community Safety Committee and Executive Committee for West Yorkshire Fire & Rescue Authority to actively participate in the scheme.
- 1.3 Proposals to the Community Safety Committee in 2014 highlighted the need to create a new team within Fire Protection, that team would be responsible for administering two key functions:
- The Primary Authority Scheme
 - Provide a business support function.
- 1.4 The introduction of a BST has enabled us to support the local economy by providing large businesses with consistency and assurance through the utilisation of PAS. We have also been able to provide the small to medium businesses of West Yorkshire with the support they need in setting up and developing, this has been in partnership with the Leeds City Region Local Enterprise Partnership.
- 1.5 Fire and Rescue Authorities can choose to actively take part in the scheme as a Primary Authority or alternatively they can choose to not engage with PAS and operate solely as an Enforcing Authority, however in this case they would still be required under the scheme to operate within its boundaries and principles and would be unable to recover any costs incurred with the role of Enforcing Authority within the terms of PAS, these costs include:
- Training of staff on the process
 - New systems of work
 - IT developments
 - On-going additional time spent on PAS referrals
 - Collection and forwarding of information in line with any published inspection plan.
- 1.6 The Primary Authority Scheme allows for Authorities engaged in a partnership to recover the costs associated with carrying out the function of Primary Authority. These costs relate to the work the Business Support Team completes for our partners under the scheme but does not include work carried out by the team to provide advice and support to other businesses who request it. We have a statutory duty to provide advice upon request.

2 Information

- 2.1 In 2014 the Community Safety Committee gave approval for 4 new posts to be created in the establishment to deliver the Business Support Team, to date one of those posts has filled.
- 2.2 To provide managerial support and leadership to the team we realigned some managerial responsibilities within Fire Protection to provide supervisory cover for the team. This post was part of the existing establishment and did not account for additional growth as a result of the development of the Business Support Team.

- 2.3 Guidance has been sought from the Department for Business Energy and Industrial Strategy who oversee the scheme, in terms of how cost recovery should be applied. They have agreed and confirmed that the only clear way to operate cost recovery for PAS is on an hour by hour basis.
- 2.4 By applying this principle the Finance Team and Fire Protection can confirm that we are clearly recovering our costs hour for hour and in addition to this, also making contributions towards our overhead costs.
- 2.5 At present we are unable to present the actual figures relating to costs as there are a number of issues currently being dealt with by finance which affect the reliability of the current figures, these are:
- Since the commencement of PAS in 2014 we have charged VAT on all our invoices, we now believe this to be incorrect and we are seeking guidance from HMRC on how we can retrospectively resolve this issue.
 - As a result of the issue with VAT, invoices were put on hold due to clarification being sought. The finance team are currently resolving this and dealing with the outstanding invoices which will be issued once confirmation is received from HMRC
 - A number of partners pay in advance of services, we need to ensure moving forward that income is recognised in the year in which services are received and not when payment is made, this currently distorts the financial position as previously income has stayed in the financial year it was received, even if paid in advance of services received.
- 2.6 Once these issues have been resolved we will incorporate a financial update of the costs recovered in to the PAS annual report to Community Safety Committee.

3 Financial Implications

- 3.1 The current rate at which we operate our cost recovery was determined using HM Treasury guidance formulas and set by the Finance Department.
- 3.2 The current rates are:
- £68 per hour for the first 2 hours of any day
- £42 per hour for any subsequent hour within the same day.
- 3.3 It is written in to each individual signed agreement that rates will be subject to an annual review to take account of any increase in costs.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

5.1 There are no implications as a result of this report.

6 Health and Safety Implications

6.1 There are no Health and Safety implications as a result of this report.

7 Service Plan Links

7.1 The Primary Authority Scheme supports the organisation's overarching ambition to make West Yorkshire safer by ensuring the authority's statutory fire protection duties are discharged efficiently and effectively. This is achieved by allowing our existing resources to be targeted at high risk premises which in turn will reduce the incidence of fire and the effects of fire should it occur.

8 Conclusions

8.1 The Business Support Team continue to provide an excellent service to our partners for which we fully recover the costs on an hour by hour basis.

8.2 The Business Support Team are not only providing Primary Authority which supports the local economy by providing businesses with consistency and assurance in order to support economic growth. But at the same time the business they are able to provide the small to medium businesses of West Yorkshire the support they need in setting up, developing and growing. This links in to the work that Fire Protection are carrying out with the Leeds City Region Local Enterprise Partnership through the Better Business for All programme in supporting the growth of the local economy.



OFFICIAL

West Yorkshire Local Resilience Forum Update

Community Safety Committee

Date: 29 March 2019

Agenda Item:

12

Submitted By: Deputy Chief Fire Officer/Director of Service Delivery

Purpose To update Members on the activities undertaken by the West Yorkshire Local Resilience Forum in the last 12 months

Recommendations That Members note the content of the report

Summary This report provides Members with an overview of the role of the West Yorkshire Resilience Forum. It also provides detail of some key issues which the Forum has been involved in.

The most significant workload of the last 12 months has been the planning activity in respect of the potential for a 'no deal' EU exit. A summary of activity is provided and a verbal update will be given on the day of the meeting.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Dave Walton, Deputy Chief Fire Officer/Director of Service Delivery
E: dave.walton@westyorkshire.gov.uk
T: 01274 655702

Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 The Civil Contingencies Act 2004 requires that in every Police force area a Local Resilience Forum must operate. In West Yorkshire this forum is referred to as the West Yorkshire Resilience Forum (WYRF).
- 1.2 West Yorkshire Fire & Rescue Service are deemed a Category One responder under the provisions of the Act, and as such the service has specific duties relating to contingency planning. These duties are met utilising personnel from across the Service and strategic representation at WYRF meetings is maintained via the Director of Service Delivery, who also acts as Co-Chair of the Forum.
- 1.3 Other members of the forum include other Emergency Services, Local Authorities, the NHS and other public bodies. Other organisations such as utility and transport agencies/companies are also represented on the forum.
- 1.4 The purpose of the LRF is to:
- to provide a local forum for local resilience issues
 - to help co-ordinate risk assessment through production of the Community Risk Register
 - to facilitate Category 1 and 2 responders in the delivery of their CCA duties;
 - to help deliver government policy by co-ordinating responses to government initiatives, and
 - to help determine a procedure for the formation of a Strategic Co-ordinating Group (SCG) by the relevant local responders at the time of an emergency.
- 1.5 The fundamental role, and first purpose of the LRF in England and Wales, is as a co-ordinating group for local responders engaged in preparedness for emergencies at the police force area level. Such emergencies may include severe weather, widespread flooding or a major terrorist attack. The LRF will also coordinate the planning and preparedness for major planned events such as the Tour De Yorkshire.

2 Information

- 2.1 The WYRF meets at least 4 times per year as a strategic group. The 2018/19 year has also included a series of extraordinary strategic meetings convened to plan for the scenario of the UK exiting the European Union without a deal.
- 2.2 The work of the WYRF is supported by a number of sub-groups, namely:
- Management Group
 - Mass Fatalities Sub Group
 - Severe Weather Sub Group
 - Resilient Communications Sub Group
 - Voluntary Organisations and Faith Sub Group
 - Warning and Informing Sub Group
 - Recovery, Evacuation and Resources Sub Group
 - Interoperability Sub Group
 - Health & Mass Casualties Sub Group
 - Training & Exercising Sub Group, and
 - Risk & Capabilities Sub Group

The WYRF is co-chaired by WYFRS (Deputy Chief Fire Officer/Director of Service Delivery), West Yorkshire Police (Assistant Chief Constable Operational Support) and a Local Authority (Calderdale MBC Chief Executive).

- 2.3 A Local Resilience Forum Manager is appointed on behalf of all partners, the role currently being occupied by a WYP Inspector. Administrative and secretariat support is also appointed to support the work of the WYRF and its sub groups.
- 2.4 The sub groups are chaired, and populated, by officers of the organisations who make up the WYRF.
- 2.5 The work of the WYRF and its sub groups is driven by the National Risk Register of Civil Emergencies [LINK HERE](#) and the local interpretation of the likelihood of those risks being realised within West Yorkshire, and the possible severity should they occur.
- 2.6 When a significant incident does occur, or a major pre-planned event takes place, the WYRF may convene as a Strategic Coordinating Group (SCG). This may be a physical meeting, or as was demonstrated during the severe cold weather/snow of 2018, by teleconference. The aim of an SCG is to take overall responsibility for the multi-agency management of an incident and establish a strategic framework within which lower levels of command and co-ordinating groups will work. Its guiding objectives are to:
- Protect and preserve life
 - Contain the incident, mitigate and minimise its impacts, and to maintain critical infrastructure and essential services
 - Create conditions for recovery, promote restoration and improvement activity in the aftermath of an incident to return to the new normality
- 2.7 During 2018/19 the WYRF has been active around a number of planned exercises and 'live' situations in addition to its more routine work. These included:
- Consideration of the learning identified by the Kerslake report into the preparedness for, and emergency response to the Manchester Arena attack.
 - Coordination of the response to the March 2018 severe cold weather
 - Planned, and hosted, a seminar where a number of organisations from the Greater Manchester area were able to share their experiences of the response to the Manchester Arena attack to support learning and review of our own plans
- 2.8 In early 2018 a draft series of 'Resilience Standards' were produced, for consultation, by the Cabinet Office. WYRF has been an active consultee and welcomes the development of such standards. Work on the standards has paused at national level as a consequence of planning for a potential EU exit. It is anticipated that in the fullness of time this work will recommence and the WYRF will be able to assure itself against a common national standard. The standards will cover, amongst other areas – LRF Governance, Risk communication with the public, SCG preparation and operation, information sharing and information management.
- 2.9 A very significant work commitment has arisen as a consequence of the possibility of the UK exiting the EU without a 'deal'. At the time of drafting this paper the actual outcome remains unknown.

- 2.10 The work undertaken for WYFRS officers has escalated from 'light touch' in September 2018 through to active participation in a number of weekly teleconferences from February 2019 onwards.
- 2.11 All agencies and partners have engaged in their own preparatory work, and the LRF has acted in the role of coordinating and sharing good practice, as well as facilitating working groups, a significant exercise, and numerous meetings.
- 2.12 All of the work done has taken place under the Government protective security mechanism, and as such it is not possible to report in detail the issues being considered by the LRF. In essence the work has been focussed upon business continuity and operational issues should a 'no deal' scenario arise.
- 2.13 The LRF has planned for managing a no deal scenario and in particular how we would support a nationally co-ordinated response. A number of mechanisms will only be actuated should the scenario arise.
- 2.14 As this paper is to be delivered at a meeting on the potential EU exit day, a verbal update will be given at the meeting in light of the 'dynamic' situation which exists at the time of drafting.

3 Financial Implications

- 3.1 WYFRS contribute toward the funding of the WY LRF Secretariat. In common with other Category 1 Responders, as defined in the Civil Contingencies Act, this contribution is £8k per annum.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 This report demonstrates how WYFRS works with its partners to plan and prepare for emergencies affecting West Yorkshire communities, including those who are particularly vulnerable and at risk and those with protected characteristics. Achieved through efficient and effective co-operation and information sharing, this demonstrates compliance with the FRS Equality Framework and the Public Sector Equality Duty.

6 Health and Safety Implications

- 6.1 WYFRS participation in the planning for major incidents and events ensures that the health and safety of all personnel is considered throughout the planning phase, this then leads to a safer working environment for personnel in the event of a major incident taking place.

7 Service Plan Links

7.1 This report directly links to the following Priorities:

- Deliver a professional and resilient emergency response service.

8 Conclusions

8.1 The West Yorkshire Resilience Forum is a well-attended group that exists as required by the Civil Contingencies Act 2004.

8.2 WYRF has developed, and maintains, a series of plans in respects of local and national risks with a focus on how they may be realised within the county.

8.3 The routine work of the group has been heavily impacted during 2018/2019 by the need to work on plans for the possibility of the UK exiting the EU without an exit deal. Should this scenario manifest it is anticipated that the WYRF will play a significant coordinating role in the months immediately after 29 March 2019. This will impact on the day to day roles of a number of officers.



OFFICIAL

District Action Plans 2019/20

Community Safety Committee

Date: 29 March 2019

Agenda Item:

13

Submitted By: Director of Service Delivery

Purpose

This paper seeks approval from Members of the Community Safety Committee on the District Action Plans for 2019/20

Recommendations

It is recommended that the District Action Plans are approved with updates provided to Community Safety Committee at 6 months and at the year end.

Summary

This report and attached plans set out the objectives and actions for each district in 2019/20. The District Action Plans detail the range of activities and objectives to be carried out across the year. Members are encouraged to seek regular updates through their respective District Commander on the progress of these plans and formal updates will be provided to the Community Safety Committee at 6 months and the end of the year.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer:

Chris Kirby, Area Manager Service Delivery

T: 01274 655867

E: Chris.kirby@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: District Action Plans X 5

1 Introduction

- 1.1 The District Action Plans set out the range of activities and objectives that each District team will deliver to support the Service Action Plan in 2019/20.
- 1.2 The Plans have been developed following a Service Delivery Planning Day and consultation with staff across districts. Management Team have been given opportunity to feedback on the plans and they are now presented to Members of the Community Safety Committee for final approval.

2 Information

- 2.1 Progress against each plan will be formally presented to the Community Safety Committee at 6 months and year end.
- 2.2 Members are encouraged to seek updates on the progress of the plans with their respective District Commander.
- 2.3 The District Action Plans allow local activity to be monitored to ensure it supports the overall objectives of the service and ultimately our ambition of Making West Yorkshire Safer.
- 2.4 The Plans will be available on the District pages of the West Yorkshire Fire and Rescue Service (WYFRS) internet site following approval.

3 Financial Implications

- 3.1 There are no financial implications arising from this report.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 The plans recognise the work that Districts must do to target the most vulnerable in the community for prevention work.
- 5.2 The plans all set specific objectives for the provision and support of a safe and skilled workforce.

6 Health and Safety Implications

- 6.1 Sections of each plan cover specific elements of maintaining and improving the health, safety and welfare of staff working across all Districts.

7 Service Plan Links

- 7.1 The activities that are proposed within each District Action Plan will contribute towards the following key service priorities:
 - Deliver a proactive community safety programme
 - Deliver a professional and resilient emergency response service

- Provision of a skilled workforce that meets the needs of a diverse community
- Provide effective ethical governance and achieve value for money.

8 Conclusions

- 8.1 The attached District Actions Plans will be used to monitor progress and activity within each district in support of the Service Action Plan. They are presented to Community Safety Committee for approval.



REDUCE THE RISKS TO THE COMMUNITIES OF WEST YORKSHIRE



We will:

Promote and enforce the fire safety measures required by law to prevent emergencies and reduce vulnerability

Raise awareness about the risks people face to prevent emergencies and reduce vulnerability

Apply our guiding principles:

- **Focus on risk and vulnerability**
- **Be part of our communities**
- **Work in partnership**
- **Be at our best and strive to improve**
- **Make a positive difference in everything we do**

Our action:

Focus the Operational Risk Visit programme to target Protection activity to higher risk commercial premises in the District in order to support the reduction of non-domestic building fires and obtain operational risk information.

Support the delivery of objectives within the Safer Communities Strategy and the development of operational crews for the delivery of Safe and Well visits, whilst targeting the most vulnerable members of the community.

Work with the young people of Bradford to enhance opportunities for youth engagement. The engagement will be primarily through the Youth Intervention team along with collaboration with West Yorkshire Police and other partners.

Gather information and data from partners to ensure we continue to focus resources on the most vulnerable people in Bradford.

Develop projects and interventions with partners along with the community of Bradford to reduce risk and improve health and wellbeing.

Review and strengthen district partnerships to ensure we receive quality 'safe and well' referrals.

Continue to support the Bradford Road Safety Partnership and Operation Steerside to deliver education programmes aimed at improving road safety in Bradford.

Support, design and deliver targeted risk reduction campaigns in line with the Service Campaign Calendar and other national and local initiatives to reduce risk.

Build on the previous success from last years Bonfire Campaign and continue to develop a community engagement strategy in partnership with West Yorkshire Police and other partners to reduce anti-social behaviour and attacks on firefighters in Bradford.

BE READY FOR AND RESPOND TO EMERGENCIES



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from our, and others, experiences

Our action:

Deliver the 2019/20 Performance Management Visit (PMV) programme across Bradford district stations to assess knowledge and skills across a range of key performance indicators.

Build and maintain excellent working relationships with key partner agencies, particularly West Yorkshire Police and Bradford local authority to develop response plans.

Deliver the district exercise programme; district training sessions will continue to develop officers and firefighters in their technical and command skills and focus on team building.

Bring crews together for district training days allowing input and training from various support departments both internal and external.

Continue to improve RDS availability in the Wharfe Valley. This will be achieved through targeted support of existing personnel at these locations and an on-going recruitment campaign.

Identify best practise and act on recommendations following incident and exercise debriefs.

Support the implementation of new equipment and procedures; this includes the replacement of the Bradford CARP with a new Aerial Ladder Platform.

Support and assist with the organisations structured work experience programme.

Support and evaluate the six month pilot of 'medical break-ins' along with other blue light partners.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our Values:

- **Teamwork**
- **Integrity**
- **Learning**
- **Responsibility**
- **Communication**

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action:

Support all employees with their fitness and welfare and encourage use of the Employee Assistance Programme (EAP).

Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts.

Facilitate the implementation of the Command, Leadership and Management (CLM) proposal as part of the IRMP and provide support to all station personnel.

Identify and develop talent within the district and ensure individuals have the necessary support and exposure to assist them with the promotion process.

Support the awareness, recruitment (including positive action) and training of whole-time and retained duty system firefighters during 2019/20.

Assist and support the HMICFRS inspection and recognise 'best practise' to further improve our own organisation and workforce.

Support the implementation of the 2019/20 Operational Training Strategy.

Work with Central Prevention to implement the Mobile Working solution.

WORK SMARTER, BE MORE EFFICIENT ACROSS ALL AREAS OF THE SERVICE



We will:

Adapt and improve what we do

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision-making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action:

Explore opportunities for further collaboration with local partners.

Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Pilot delegated district budgets that support more efficient management of services.

Promote the use of ICT solutions such as Skype and video conference to aid communications and training sessions within Bradford District.

Support the 'Lean' working project and work with other departments to reduce bureaucracy and implement new solutions such as the new HR systems (Gartan and Access).



REDUCE THE RISKS TO THE COMMUNITIES OF WEST YORKSHIRE



We will:

Promote and enforce the fire safety measures required by law to prevent emergencies and reduce vulnerability

Raise awareness about the risks people face to prevent emergencies and reduce vulnerability

Apply our guiding principles:

- **Focus on risk and vulnerability**
- **Be part of our communities**
- **Work in partnership**
- **Be at our best and strive to improve**
- **Make a positive difference in everything we do**

Our action

Deliver joint fire safety initiatives with the Fire Protection Team and Calderdale Council that target HMOs in Halifax.

Deliver a programme of Operational Risk Visits across the district using the new Risk Matrix developed by ORMT. Ensure significant risks are identified, information on those risks is recorded and then training material is produced and delivered, so crews understand the risks they face from these premises during incident operations.

Lead on delivering the Calderdale Road Safety Strategy.

Deliver the Care Workers Project - A Task & Finish group including NHS, Together Housing and Adult Care will promote better risk mitigation for providers of care for those who are immobile and smoking, and using emollient creams.

Deliver the Translation Project which will support non-English speaking families in the Halifax Central neighborhood with access to interpreters and translation material, to assist them in understanding key safe and well messages.

Develop a Hoarding protocol within the district to ensure joint working to tackle this increasing problem within Calderdale.

Deliver Targeted Youth work interventions in Park Ward. These will include targeted days and will be offered to Queens Road Neighbourhood Centre youth group on the subjects of Road Safety and Anti-Social Behaviour, following statistical information highlighting concerns for this area of Halifax. The 'Grit' programme delivered by our Youth Intervention team will be offered to Halifax Academy students as part of an initiative to encourage team work and resilience.

Support Calderdale Council initiatives "Calderdale Cares" and "Calderdale Vision 2024" where ever possible and deliver specific information to fire crews about Calderdale Vision 2024.

Support delivery of the Social Isolation Safe and Well training programme across the district.

Support the outcomes of the Tri Service Collaboration Board.

BE READY FOR AND RESPOND TO EMERGENCIES



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from our, and others, experiences

Our action

Organise and deliver operational training initiatives with all Blue light partners within in the district and inter-district training. This will include many multi-pump exercises with other agencies. The district will run an eight pump exercise at Calderdale Royal Hospital in the Autumn to test Mass Decontamination at an Accident and Emergency Unit.

Develop a new partnership with Calder Valley Mountain Rescue Team.

Continue to exercise with Calderdale Council Emergency Planning in relation to flooding events.

Ensure the delivery of four Multi agency Wildfire courses within district.

We will support the 6 month trial of medical break-ins.

Deliver and embed the new Station Assurance Visit programme across the district to provide robust operational assurance.

Deliver various themed off-site multi-pump district exercises.

Organise and deliver inter-station awareness days targeting operational specialisms from across the organisation.

Ensure EMOC version 3 is rolled out across the district and the changes to the system are understood.

Promote organisational learning following operational incidents and encourage open dialogue with personnel to improve operational effectiveness within the organisation and with our multi-agency partners.

Implement a new district Assurance model that will provide a greater level of assurance of district performance through an increase in the number of operational scenarios and greater interactions between the operational crews and the district team.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our Values:

- Teamwork
- Integrity
- Learning
- Responsibility
- Communication

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action

Support all employees with their fitness and welfare, and encourage use of the Employee Assistance Programme

Support the delivery of the firefighter safety programme

Support WC development by putting all WC's in the district through the EQI 2.0 Emotional Intelligence assessment and providing feedback to support individual and team development.

Provide training, coaching, and mentoring to enable employees to understand new ways of working

Deliver Corporate HR updates to District Watch Commanders.

Support managers at all levels throughout District when dealing with HR issues to ensure a consistency of approach across all HR matters.

Ensure fairness, consistency and transparency in all matters affecting people.

Support the development and implementation of approved IRMP interventions within the district.

WORK SMARTER, BE MORE EFFICIENT ACROSS ALL AREAS OF THE SERVICE



We will:

Adapt and improve what we do

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Our action

Embed mobile working practices within Prevention and Protection work streams.

Ensure the successful role out of GARTAN and ACCESS HR systems across the district.

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision-making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Provide information to support Key Lines of Enquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Support the development of a new Performance Management Framework and Dashboard that will be a central point for all information relating to the district.

Continue to engage and support the Prevention quality assurance process within the district and encourage ownership of prevention activity at a watch level.

Provide budget training to District officers, to improve understanding and better budget controls.
Pilot delegated district budgets that support more efficient management of services.



REDUCE THE RISKS TO THE COMMUNITIES OF WEST YORKSHIRE



We will:

Promote and enforce the fire safety measures required by law to prevent emergencies and reduce vulnerability

Raise awareness about the risks people face to prevent emergencies and reduce vulnerability

Apply our guiding principles:

- **Focus on risk and vulnerability**
- **Be part of our communities**
- **Work in partnership**
- **Be at our best and strive to improve**
- **Make a positive difference in everything we do**

Our action:

Carry out Operational Risk Visits on high risk buildings to maximise operational knowledge and firefighter safety.

Deliver Safe and Well visits to vulnerable members of the community; prioritising high risk and complex cases.

Deliver actions leading from Serious Incident Reviews around partnership training and media campaigns incorporating key partners such as Age UK and Carephone.

Refine Kirklees District’s partnership directory to establish robust referrals that focus on vulnerable members of our community.

Re-align District structure to match Kirklees Council’s Community Partnership delivery framework to improve focus on key areas such as reduction of anti-social behaviour and arson.

Implement the Safe and Well quality assurance process within our established Prevention PMV sessions focusing on the development of staff and teams.

Refresh Kirklees District’s Risk Reduction strategy to focus on key performance areas that complement or influence each other, including refocused attention on incident reporting standards.

Establish regular WC / CC briefings focused on developing ways of working and operating with an emphasis on the Prevention Quality Assurance Framework and key locality focus areas.

Establish the Fire Liaison Officer role seconded within Kirklees Council to drive

key focus areas such as arson reduction and youth engagement

Develop a Bonfire plan with partners with a focus on prevention, community engagement and emergency response.

Establish engagement with schools within the District looking at the reduction of anti-social behaviour outputs such as arson and malicious false alarms.

Re-affirm the partnership presence and focus around road safety through leading on the Kirklees Safer Roads group looking at collaborative community engagement via road safety campaigns .

Deliver nuanced District based projects focused on targeted areas such as the AFA protocol and Arson reduction initiatives.

Support the outcomes of the Tri Service Collaboration Board.

BE READY FOR AND RESPOND TO EMERGENCIES



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from our, and others, experiences

Our action:

Work in partnership with Huddersfield University to progress opportunities for academic studies linked to District initiatives around community vulnerability and profiles.

Continue to work with Solenis UK Ltd (Previously BASF), Syngenta and HRI regarding training to risk and off-site exercises.

Trial and evaluate the SurgiVet pet recovery oxygen masks to review application of equipment from a response perspective.

Continue to work with Holme Valley Mountain Rescue and Police around JESIP and Continuous Personal Development (CPD) training sessions.

Deliver the Kirklees District Training and Development Strategy 2019/20 with a golden thread approach to staff development, leadership and CPD underpinned by focused

District assurances aims.

Progress the newly formed Waste Site Tac Advisor role within Kirklees and wider service.

Encourage and facilitate the sharing of key learning points from smaller and more significant incidents.

Support the 6 month pilot for medical break-ins.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our Values:

- Teamwork
- Integrity
- Learning
- Responsibility
- Communication

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action:

Conduct exercises that incorporate cross border risk and training. We will deliver a brigade rail exercise incorporating other FRS' and agencies that seeks to test response procedures.

Progress the opportunity to have National Trust assets based at Slaithwaite complimented by an MoU and training for WYFRS staff

Work with the Fire Protection Team to deliver partner training within local authority buildings in the areas of malicious false alarms and arson

Support Huddersfield crews to maintain CARP capability through District based training and assurance

Enhance the already established District based CPD sessions that have incorporated HR and other elements such as professional standards.

Utilise video conferencing to enhance the District based communications strategy incorporating Prevention, Operational Training and focused assurance areas

Focus training for RDS Stations in the areas of Command and Breathing Apparatus.

WORK SMARTER, BE MORE EFFICIENT ACROSS ALL AREAS OF THE SERVICE



We will:

Adapt and improve what we do

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision-making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action:

Provide information to support the key lines of inquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Work with the SDAT to support and inform the organisational assurance process complimented by District and Station based Assurance processes.

Trial a District based link to Corporate Communications looking at the delivery of District based media and robust links to the centralised team.

Progress the Station Assurance Visit process to provide a fundamental assurance process that can influence, flatter and rationalise performance management – Look to progress this area throughout all Districts complimented by ICT solutions.

Monitor the RDS staffing situation within Kirklees District and support and contribute to the RDS Review.

Utilise ICT solutions such as video conferencing to influence communications and training sessions within Kirklees District.

Improve access to social media within all District Stations and teams.



REDUCE THE RISKS TO THE COMMUNITIES OF WEST YORKSHIRE



We will:

Promote and enforce the fire safety measures required by law to prevent emergencies and reduce vulnerability

Raise awareness about the risks people face to prevent emergencies and reduce vulnerability

Apply our guiding principles:

- **Focus on risk and vulnerability**
- **Be part of our communities**
- **Work in partnership**
- **Be at our best and strive to improve**
- **Make a positive difference in everything we do**

Our action:

Carry out Operational Risk Visits on high risk buildings to maximise operational knowledge and firefighter safety.

Deliver Safe and Well visits to vulnerable members of the community; prioritising high risk and complex cases.

Deliver a Safe and Well workshop for partners to improve awareness of the Safe and Well strategy and delivery in Leeds.

Develop a comprehensive directory of key partners and local support services in Leeds.

Become a member of the Health and Wellbeing board to understand the wider impact of Safe and Well.

Implement the Safe and Well quality assurance process, focusing on quick wins and gradual improvement.

Allocate risk reduction priorities across Leeds District Stations and monitor the implementation of the safer communities (prevention) strategy.

Develop a Bonfire plan with partners with a focus on prevention, community engagement and emergency response.

Support the delivery of the Safer Leeds Community Partnership, understanding the ability to impact on the reduction of arson concerns.

Continue to work with HMP service to reduce the number of deliberate cell fires.

Support the outcomes of the Tri Service Collaboration Board.

BE READY FOR AND RESPOND TO EMERGENCIES



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from our, and others, experiences

Our action:

Support the organisational initiatives to improve fire cover in Wharfedale.

We will support the 6 month pilot of medical break-ins.

Continue to work with Leeds Bradford Airport and deliver joint response training.

Continue to work with HART to deliver joint water training.

Encourage and facilitate the sharing of key learning points from smaller and more significant incidents.

Relaunch the 'Adopt a Block' initiative to improve operational awareness of local authority high rise properties and support the ongoing commissioning of sprinkler systems.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our Values:

- **Teamwork**
- **Integrity**
- **Learning**
- **Responsibility**
- **Communication**

Promote the health, safety and well-being of all employees

Our action:

Carry out cross border training in relation to WYFRS' capabilities and differing procedures across neighbouring Fire & Rescue Services (e.g. BA).

Arrange and carry out training to support the development of the Hunslet Foam capability.

Work with the Fire Protection Team to develop and deliver smoke shaft awareness training to improve operational staff understanding.

Support Leeds crews to complete the ALP training programme.

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Arrange and carry out training to continue to improve operational understanding and awareness of HVP capabilities.

Develop HR CPD sessions in liaison with the district HR Assistant District Commander to upskill district based Watch Commanders.

Support and develop new ADC's transferring into the district role and develop a HR induction pack.

Support the development and implementation of approved IRMP initiatives.

WORK SMARTER, BE MORE EFFICIENT ACROSS ALL AREAS OF THE SERVICE



We will:

Adapt and improve what we do

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision-making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action:

Provide information to support the key lines of inquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Work with the SDAT to support and inform the organisational assurance process.

Monitor the Day Crew staffing situation in Leeds District and forecast short/mid-term staffing issues.



REDUCE THE RISKS TO THE COMMUNITIES OF WEST YORKSHIRE



We will:

Promote and enforce the fire safety measures required by law to prevent emergencies and reduce vulnerability

Raise awareness about the risks people face to prevent emergencies and reduce vulnerability

Apply our guiding principles:

- **Focus on risk and vulnerability**
- **Be part of our communities**
- **Work in partnership**
- **Be at our best and strive to improve**
- **Make a positive difference in everything we do**

Our action:

Focus Operational Risk Visits on higher risk premises in the District to support the reduction of non-domestic building fire, obtain operational risk information, increase operational knowledge and firefighter safety.

Support the delivery of objectives within the Safer Communities (Prevention) Strategy and the delivery of national campaigns utilising all available data sources to ensure a targeted approach.

Aid in the implementation of a structured work experience programme.

Review the outcomes of the changes to the Integrated Risk Management Modelling and identify the areas of highest risk within the district to target community safety initiatives.

Continue to strengthen the links within the third sector of Wakefield District.

Deliver Safe and Well visits to vulnerable members of the community; prioritising high risk and complex cases.

Strengthen existing partnerships to deliver high quality referrals for prevention visits which will identify the most vulnerable people and allow us to target our prevention activities effectively by delivering Safer Communities Programme update training.

Continue to embed the Safer Communities Programme and increase the locally driven crew based initiatives.

Complete and deliver the Wakefield District Risk Reduction strategy.

Develop a bonfire plan working with partners to focus on prevention, arson reduction and effective response.

Explore opportunities to work with partners to improve wider health and social care outcomes.

Continue to work with schools to reduce of anti-social behaviour and increase the aspirations of school children within Wakefield District.

Deliver road safety campaigns and training targeted at those communities identified through the Wakefield Safer Roads group.

Investigate the scope for other organisations and volunteers to deliver Safe and Well visits within the District.

Support and implement the outcomes of the Tri Service Collaboration Board.

BE READY FOR AND RESPOND TO EMERGENCIES



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from our, and others, experiences

Our action:

Embed the use of Resilience Direct as command support software at Featherstone and Pontefract.

Establish partnership training with selected agencies to support the development of our operational response to emergency incidents and increase interoperability (JESIP) within the District.

Deliver the district training strategy, including multi-agency exercises, cross border training and the Firefighter Safety Programme to support the development and competence for Wakefield based personnel.

Continue to exchange information with Category 1 and 2 responding agencies within local tactical, operational, and strategic groups to encourage and facilitate the sharing of key learning points from significant incidents/exercisers.

Continue to improve the availability of the retained duty system fire appliance at Featherstone with targeted support of existing personnel, introduction of on-station initial training for new staff and the establishment of a recruitment campaign.

Support the delivery of new equipment, personal protective equipment and procedures.

Support the 6 month trial of medical break-ins.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Our Values:

- **Teamwork**
- **Integrity**
- **Learning**
- **Responsibility**
- **Communication**

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action:

Provide training, coaching, and mentoring to enable employees to absorb additional responsibilities.

Support all employees with their fitness and welfare and encourage use of the Employee Assistance Programme.

Actively support personnel following attendance at significant incidents with a focus on potential mental health impacts through structured debriefing with OHSU and representative bodies.

Support the replacement of the Wakefield CARP (version 1) with a version 2 CARP.

Develop the District Command Team following the recent changes throughout the team.

Support Watch Commanders with the integration and development of Trainee Firefighters.

Raise awareness of the HR Business Partner role within the district.
Work with Central Prevention to implement the Mobile Working solution.

Work with the Fire Protection Team to reduce unwanted fire signals and malicious false alarms.

Deliver local positive action campaigns to support the recruitment and the selection of new firefighters.

Continue to empower supervisory managers to support decentralisation of routine roles and responsibilities.

Support the development and implementation of approved IRMP initiatives.

WORK SMARTER, BE MORE EFFICIENT ACROSS ALL AREAS OF THE SERVICE



We will:

Adapt and improve what we do

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Demonstrate transparent and accountable decision-making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action:

Commence the construction of a new fire station at Wakefield (same location as existing fire station).

Work with the Property Management Unit to improve the meeting room facilities at the Wakefield district offices at Ossett.

Utilise ICT solutions such as video conferencing/online meetings to influence communications and training sessions within Wakefield District.

Provide information to support the key lines of inquiry from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Refine and embed the Station Assurance Visit programme working with the other Districts and the Service Improvement and Assurance Team to support and inform organisational assurance.

Work with other districts and departments to reduce bureaucracy and implement new solutions (Gartan, district assurance dashboard etc.).
Improve access to social media within the District.